

THE REGIONAL MUNICIPALITY OF

1991 Budget



HAMILTON WENTWORTH



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
Region of Hamilton-Wentworth,
Ontario**

**For the Fiscal Year Beginning
January 1, 1990**

Gary R. Horsthem

President

Jeffrey L. Esler

Executive Director

TO ALL MEMBERS OF COUNCIL:

I am pleased to present Hamilton-Wentworth's 1991 Current and Capital Budgets. This marks the eighth year that the Region has produced the Current and Capital budgets as a composite budget document.

Hamilton-Wentworth has rapidly become an important regional centre, with a growing and diversified economy. Initiatives successful in developing a strong, viable business community have been coupled with social and environmental programs to ensure and improve our quality of life. While current national economic conditions have affected the Region, continued sound planning and prudent fiscal management will serve the Region well in dealing with these difficult times.

Paramount to our strength as a Region is the health and welfare of our citizens. The 1991 Budget indicates the Region is well prepared to address the challenging issues facing Hamilton-Wentworth. This requires resources to not only respond to the immediate needs of the community but to continue to build the foundation necessary for future economic development.

Careful budgeting has played an essential role in the Region's past success and is imperative if we are to achieve our future goals and objectives. The 1991 Current and Capital Budgets truly reflect Council's commitment to provide the highest quality of community service as efficiently and as economically as possible to the citizens of Hamilton-Wentworth.

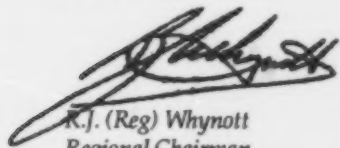
The 1991 Regional Service Bill will increase by 5.7% for an average residential taxpayer - less than the regional rate of inflation. More than half of this increase is the result of Federal and Provincially Legislated programs. At the Provincial level, the Region has had to meet the increased demand for General Welfare Assistance arising from the economic downturn, while Federal initiatives, particularly implementation of the Goods and Services Tax have further impacted the Regional levy.

I would like to thank the Chairman and Members of the Finance and Personnel Committee and all other Spending Committees whose contribution to the budget process has produced extremely favourable results.

My appreciation to the Hamilton-Wentworth Police Services Board, for their continued co-operation and to all other Boards and Commissions who continue to provide superior community service.

I acknowledge the efforts of the Chief Administrative Officer and Management Team in the preparation and review of all budgets and the efforts of the Commissioner of Finance in clearly outlining the financial policy options available to Council. With the rising cost of providing services to our taxpayers, we will continue to seek out the most cost effective methods of providing Regional services.

Yours truly,



R.J. (Reg) Whynott
Regional Chairman

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1991 HAMILTON-WENTWORTH BUDGET

The 1991 Budget was approved by Regional Council on April 16, 1991. The 1991 Budget is the culmination of many months of hard work by Council and staff.

Hamilton-Wentworth's 1991 operating expenditures, including transfers to the capital program, total \$465.4 million. The Region's 1991-95 Capital Budget Forecast was approved at \$888.1 million.

During these difficult economic times, it is important that, while endeavouring to maintain quality community service, every effort is made to lessen the burden borne by Regional taxpayers. This requires proper evaluation of new and existing community programs to ensure that service is being provided in a effective, timely manner that warrants the cost.

The goals and objectives set forth by Regional Council in preparation of the 1991 budget reflect this concern. Adherence to budget guidelines set forth by Council has led to comprehensive review by staff of all departmental programs, producing a budget providing responsible community service at a below inflation cost to the Regional tax bill.

There were corporate issues beyond departmental control that impacted the 1991 budget. Corporate issues increasing the budget include:

- * Goods and Services Tax estimated at \$1.9 million
- * General Welfare Assistance costs of \$5.0 million due mainly to the economic downturn
- * Pay Equity cost of approximately \$775,000

- * Increased U.I.C. premiums estimated at \$500,000 as a result of the 1991-92 Federal budget announcement

- * Other contingencies estimated at \$1.5 million

- * Increased capital financing expenditures of \$3.1 million for 1991 as a result of Council's previously approved decisions, primarily Transportation and Environmental financing under the Pay-As-You-Go policy

Corporate issues decreasing the budget include:

- * Increased revenues received from the Province in unconditional grants of approximately \$1.4 million

- * 1990 Assessment growth of 2.63%

- * Funding from reserves that portion of General Welfare Assistance (\$3.38 million) driven by the economic slowdown

- * Capital financing cost reductions of \$3.1 million a result of updated financing and borrowing plans and rates

The 1991 Budget includes performance measurements set by each department for all programs and activities for which they are responsible. Performance measurements ensure that available resources are being allocated efficiently and effectively to programs and activities.

Prevailing economic and financial conditions had a significant impact on the 1991 Budget through budget estimates. In setting the parameters for preparing the budget, the trends for several financial and economic indicators were reviewed, and provided to departments as they prepared their individual budgets.

INTRODUCTION

Provincially and Federally legislated programs had a definite impact on this year's budget. The dramatic increase in General Welfare Assistance brought on by the economic downturn has clearly shown how the Region's 20% share of these costs can translate to a significant increase in funding requirements from the Regional tax levy. Federal initiatives, including introduction of the Goods and Services Tax, and changing Unemployment Insurance policy have dictated further costs that must be assumed by the Region.

In total, Federal and Provincially mandated programs resulted in a 3.00% increase in the 1991 Levy after assessment growth, or \$15 to the average homeowner.

1991 Current Budget Highlights

Hamilton-Wentworth's 1991 gross operating expenditures, including transfers to the capital program, increased by \$65.3 million or 16.3% over 1990.

The resulting tax levies to support these expenditures come to \$152.9 million for all property tax levies (including the special levies for Transit, Library and Land Drainage). In addition to tax levies, the Region provides water and sanitary sewer services on a self-supporting basis.

The average Regional residential service bill for 1991 totals \$725. This includes charges for water and sanitary sewers. The service bill calculations are based on an average assessment of \$7,940 for Stoney Creek and \$5,000 for the remaining area municipalities.

For an average residential property taxpayer in Hamilton-Wentworth, the 1991 Budget represents a 5.7% increase over 1990 which is less than the Regional rate of inflation. The 1991 Budget will add an additional \$39 to the average residential homeowner's annual Regional service bill.

The 1991 Budget addresses many of the challenging issues that will face the Region in the coming years. The Budget confirms the direction the Region is taking in service provision.

Protection to Persons and Property

Fundamental to the health and welfare of the Regional community is provision of effective and comprehensive service protecting residents and their property. The 1991 Budget has allocated \$66.1 million for these services or 14.2% of the 1991 gross operating budget. This represents an increase of 8.6% over 1990 expenditures. The portion of the residential Regional service bill attributed to these services is \$193, a 6.0% increase over 1990.

Protection to Persons and Property consist of Police, Emergency Services and the Conservation Authorities. Unlike many of the other expenditure items, the Region receives very little subsidy from the Province for provision of the services. In terms of net Regional tax dollars this is the largest expenditure item at \$64.1 million or 35.4% of the net budget.

This year there will be a significant increase in the number of permanent uniform officers on the Hamilton-Wentworth Police force. This will not only facilitate response to calls from the community but reduce the possibility of occurrences in which officer safety may be compromised. This program calls for 16 uniform officers to be added in June and October 1991 at a gross cost of \$464,040, fully funded by the Regional Levy.

Additional programs will be implemented in compliance with the Police Services Act. Among these programs is the required expansion of the Professional Standards Branch to provide more effective handling of complaints and to enhance public relations. The gross cost of this program enhancement is \$184,424 the full amount of which will impact the 1991 Regional Levy.

Departmental training programs will receive increased funding in 1991 as Regional Police staff will be given the opportunity to learn various computer software applications necessary in the performance of their duties.

Transportation

An efficient transportation system is essential to maintaining and enhancing Hamilton-Wentworth's economic development.

Transportation services consist of Roadways, Hamilton Street railway operation, Canada Coach Lines, Disabled and Aged Regional Transit (D.A.R.T.S.) and the Regional Airport.

Transportation is the second largest expenditure item in the gross Operating Budget at \$100 million or 21.5% of gross expenditures. Gross expenditures for Transportation Services increased by \$1.9 million or 2.0% over 1990.

The portion of the Regional service bill used for Transportation Services totals \$133, an increase of 7.3% over 1990.

A major initiative to be undertaken in 1991 is the significant expansion of the D.A.R.T.S. program in response to the anticipated increase in demand for this service. It is estimated that an additional 1,500 registrants will apply for this service in 1991 and that a further 17,000 non-ambulatory trips and 38,000 ambulatory trips will be requested. The gross cost of this program expansion is \$644,100 of which \$218,125 is drawn from the Regional Tax Levy.

Environmental Services

The Region continues to place considerable emphasis on protecting and enhancing the environment. The 1991 Budget reflects an ongoing commitment towards improving Regional infrastructure, consistent with environmental, health and development objectives.

Environmental Services consist of the Sanitary Sewer System, Water Works System, Storm Sewers (Hamilton only), Solid Waste, PARCIS, and Engineering Services.

Gross expenditures for Environmental Services total \$98.7 million, or 21.2% of the gross operating budget. This represents an increase of 13.5% over 1990. The residential Regional service bill for Environmental Services totals \$222, an increase of .5% over 1990.

Several initiatives will be undertaken in the area of Solid Waste in 1991. A major program dictated by Ministry of Environment regulations is the development of an alternative, environmentally sound means of disposal of fly ash generated by the Solid Waste and Reduction Unit (S.W.A.R.U.) process. Regulations now classify this material as hazardous waste which requires disposal at a properly licensed site. The region's landfill site is not licensed to handle this material. The gross cost of this one-time program enhancement is \$1,000,000.

Recognizing the success of the Region's current recycling program, Council has directed that the program be expanded to rural areas, apartments, offices and other institutional settings at an estimated gross cost of \$708,000.

INTRODUCTION

It is important to note that these new programs and enhancements will be funded from reserves built through Solid Waste tipping Fees and have no direct impact upon the Regional service bill.

In addition to programs providing for the ongoing maintenance of sewage treatment plants, a Spill Response Team will be formed to be responsible for monitoring abnormal discharges to sewers. This program will be funded entirely through utility rates and does not impact the 1991 Regional Tax Levy.

Health, Social and Family Services

Expenditures for Health, Social and Family Services total \$160.2 million or 34.4% of the Region's 1991 gross operating budget. These services represent the single largest gross expenditure item in the Region's 1991 operating budget. Gross expenditure for these services has increased by \$40.7 million over 1990. The portion of the Regional service bill used for Health, Social and Family Services totals \$96, an increase of 5.5% over 1990.

Health, Social and Family Services include General Welfare Assistance, Assistance to Aged Persons, Day Nurseries, Community Health Protection, Control of Communicable Diseases, Home Care and Public Health Education.

There are several new and enhanced Health Services programs required in compliance with mandatory health legislation. These programs will provide expanded community service in such areas as inspection services, nutrition promotion and general health education at an estimated gross cost of \$915,000. The 1991 levy cost of these programs is \$234,000.

Health Services net expenditure has decreased \$914,000 in 1991, primarily attributable to increased subsidizing of existing programs. Additional provincial programs will be implemented over the next three years as dictated by the Health Protection and Promotion Act, 1983.

Provincial cost-shared social programs have had significant influence in determining budgetary direction. In particular, the economic downturn has led to a substantial increase in General Welfare Assistance caseloads, the financial impact of which places considerable strain on the Regional community. The 1991 Budget provides for an additional \$1.7 million allocated to General Welfare Assistance.

The recession has also resulted in an increasing demand for hostel services. Hostel per diem rates will be increased to combat rising operational costs and to attract and maintain quality staff. The gross cost of this initiative is \$367,590 of which \$64,800 is borne by the Regional Levy.

Recreation and Culture

The Region of Hamilton-Wentworth is proud to offer a variety of recreational and cultural activities to residents and those visiting the area.

Recreation and Cultural Services consist of Library Services, Recreational Parks (Confederation Park, West Field Heritage Centre) and Cultural Grants.

Gross expenditures for Recreation and Cultural Services total \$6.8 million. This represents a 3% increase over 1990. The residential Regional service bill for these services totals \$17, a 5.5% decrease from 1990.

Planning and Development

Significant progress has been made in enhancing public awareness of the Region of Hamilton-Wentworth as an outstanding community in which to live, while offering a wealth of business opportunities. Planning and Development, which includes economic development and planning and development services, will continue to provide programs promoting the Region to its residents and to those visiting the area.

Gross expenditures for Planning and Development total \$7.6 million, or 1.6% of the gross operating budget. This represents an increase of 2.9% over 1990. The residential Regional service bill for these services totals \$15, unchanged from 1990.

Planning and Economic Development expenditures, although one of the smaller budget items, have escalated rapidly in the past five years. To a large extent, this reflects implementation of the Regional Economic Strategy developed in 1986.

Sound economic planning has served the Region well, particularly in recognizing the benefits derived from tourism and convention business. Tourism programs will receive additional support in 1991, highlighted by the Reveille '92 World Marching Band Review.

1991-95 Capital Budget Highlights

The 1991-1995 Capital Budget Forecast was approved at \$888.1 million. The increase over the previous 5 year capital budget forecast is 4.8% or \$40.7 million. The change within specific functions from the previous 5 year capital budget is as follows:

	(\$ million)
Environment	61.5
Protection	3.0
Transportation	1.4
Economic Development	(14.3)
Health & Social Services	(9.2)
General Government	(0.6)
Recreation & Culture	(0.4)
Total	<u>41.4</u>

Capital Budget highlights include the acquisition of land for the new Hamilton-Wentworth Regional Police facilities. Gross capital cost of this project is \$3,000,000 with the impact on the General levy \$380,000/year beginning in 1992.

As part of the Region's ongoing sewer rehabilitation program \$3.9 million have been allocated to this project in 1991. To date, the total gross capital cost of the program stands at \$13.1 million.

The Region will continue its commitment towards maintaining and improving its infrastructure with the following gross capital expenditures in 1991.

(\$ million)

Roadways	40.9
Freeway	48.8
Solid Waste	11.2
Waterworks	27.2
Sanitary Sewers	29.9
Storm Sewers	15.4
Total	<u>173.4</u>

The Province of Ontario has withdrawn its funding of the north-south portion of the Redhill Creek Expressway, a major transportation project that was to cross the Hamilton Mountain and link Highway 403 and the Queen Elizabeth Way. The future of the project remains uncertain as legal avenues are being explored in an effort to have funding reinstated.

The Capital Budget provides for external debenture financing of \$29.4 million for roadways, homes for the aged, police, corporate services and storm sewers. These programs are of a non-recurring nature and will provide definite long-term benefits to the Region.

The Capital Budget incorporates the new Development Charges Policy approved by Council in June, 1990. The Region was one of the first municipalities in Ontario to implement the new legislation regarding development charges as approved by the Provincial Government. The Policy provides for the collection of development charges for residential and non-residential development growth without increasing the burden to the existing tax base.

The budget includes \$34.2 million over the previous Capital Budget.

INTRODUCTION



Provincial and Federal Policies

As has been mentioned, Federal and Provincial policy continues to significantly impact the Regional tax base.

At the Provincial level, the increased demand for General Welfare Assistance has clearly brought into perspective the degree to which cost-shared social programs can present a profound financing requirement for Regional Municipalities.

Federal fiscal policy has also had a definite role in shaping budget direction. This year implementation of the Goods and Services Tax coupled with changing Unemployment Insurance Legislation has warranted additional funding from the Regional Levy.

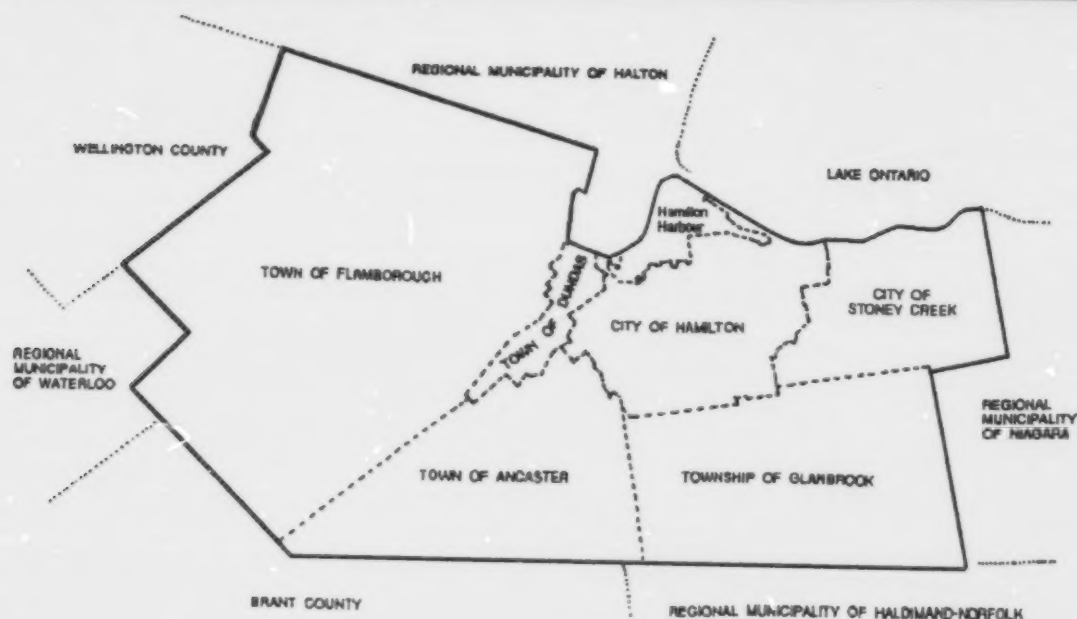
There has also been an increase in the transfer of responsibilities and associated costs from the Federal and Provincial governments to municipalities. Program transfers have not been accompanied by a compensating increase in the level of funding from the senior levels of government.

The total 1991 budget impact arising from Provincial downloading is \$2.26 million. Provincially legislated programs result in an increase of 18.2 full time equivalent staff.

The Federal Goods and Services Tax coupled with the effect of changing U.I.C. legislation has a 1991 net budget impact of \$2.5 million.

An average taxpayer in Hamilton-Wentworth will pay an extra \$17 in 1991 to cover the costs of Federal and Provincially legislated programs. This represents about 43.6% of the increase in the Region's 1991 service bill.





The Region was created in 1973 by the Ontario Legislature under The Regional Municipality of Hamilton-Wentworth Act, 1973. This Act established the Regional Corporation as a municipal corporation in the Province of Ontario and incorporated within the Region the Cities of Hamilton and Stoney Creek, the Towns of Ancaster, Dundas and Flamborough, and the Township of Glanbrook.

Statistical Data

Area Municipality	Population	No. Of Households	Density Size (Hectares)	Per Hectare	Council Members	% of Population In Region
Ancaster	21,791	7,943	18,057	1.21	2	4.9
Dundas	21,793	7,945	2,350	9.27	2	4.9
Flamborough	29,240	9,817	49,613	.59	2	6.5
Glanbrook	9,848	3,167	50,438	.20	2	2.2
Hamilton	316,210	130,333	12,224	25.87	17	70.6
Stoney Creek	48,753	16,620	9,480	5.14	2	10.9
Chairman					1	
Total	447,635	172,825	142,162		28	100.0

SOURCE: 1990 Regional Assessment Commissioner's Annual Report, Hamilton-Wentworth Region

INTRODUCTION

Chairman
R.J. (Reg) Whynott

Town of Ancaster

Mayor - Robert E. Wade
Councillor - Ann Sloat

Town Of Dundas

Mayor - John Addison
Councillor - John Prentice

Town of Flamborough

Mayor - James Robb
Councillor - Don Granger

Township of Glanbrook

Mayor - Helen Bell
Councillor - Glen Etherington

City of Stoney Creek

Mayor - Stan Napper*
Councillor - Robert Hodgson

City of Hamilton

Mayor - Bob Morrow

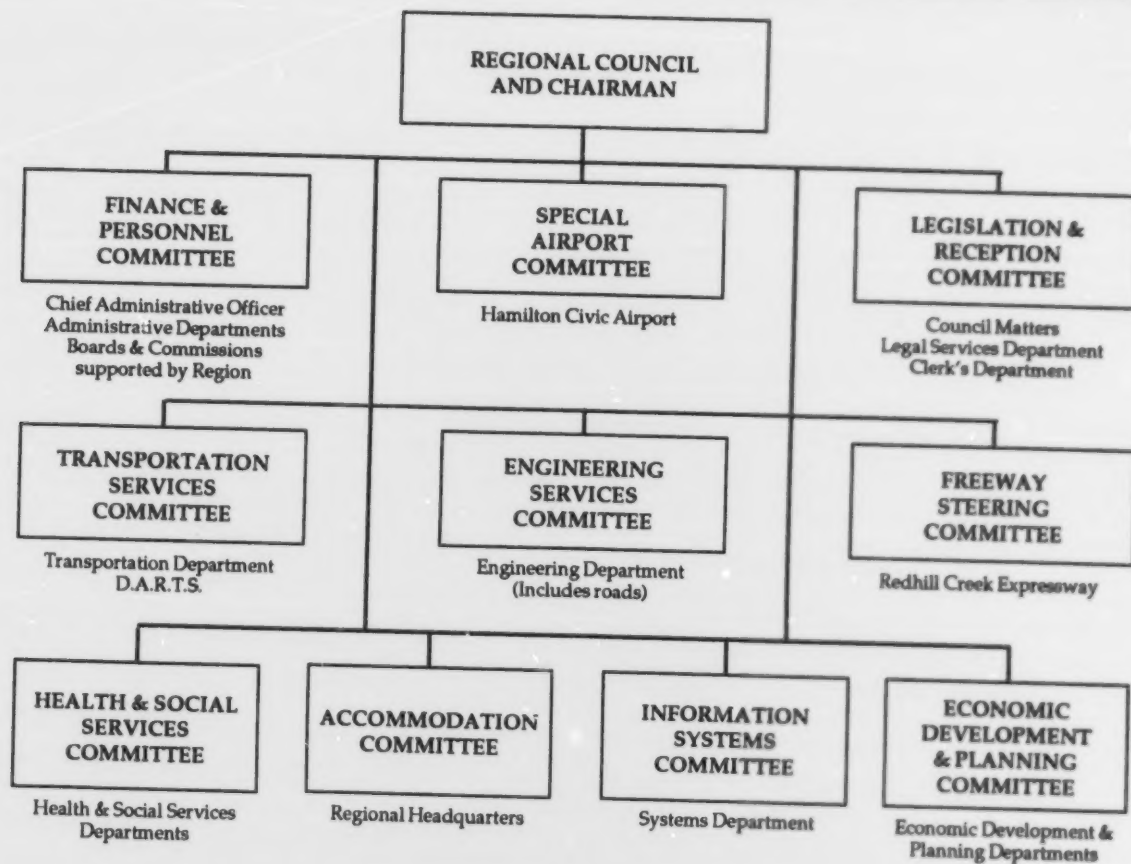
Councillor - Dominic Agostino
Councillor - Vince Agro
Councillor - Dave Wilson**
Councillor - Terry Cooke
Councillor - Geraldine Copps
Councillor - Don Drury
Councillor - John Gallagher
Councillor - Brian Hinkley

Councillor - Tom Jackson
Councillor - Mary Kiss
Councillor - Fred Lombardo
Councillor - William McCulloch
Councillor - Henry Merling
Councillor - Tom Murray
Councillor - Don Ross
Councillor - Vince Formosi**

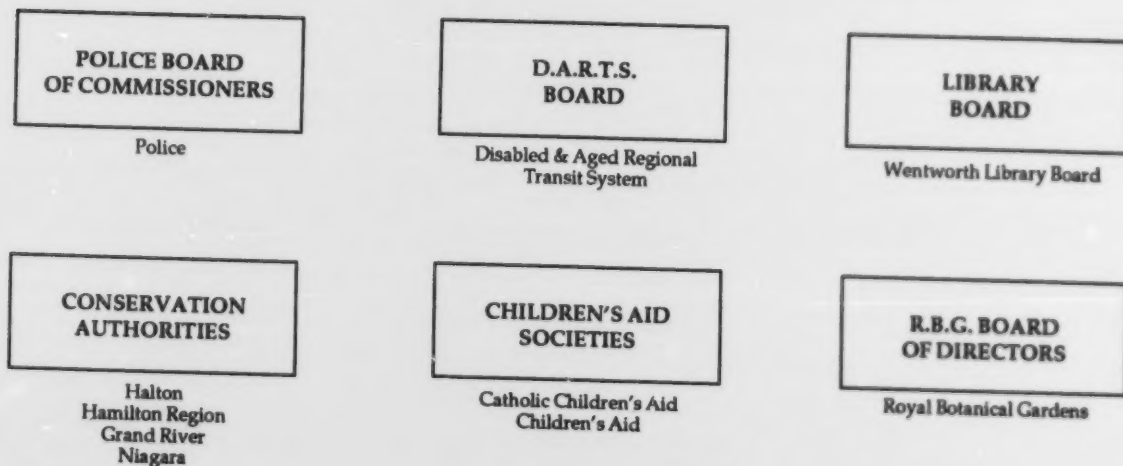
- * Stan Napper passed away July 2, 1991 after 18 years of distinguished service in municipal government. Elected mayor in 1985, his contribution to the Region and dedication to the people of Stoney Creek will be sadly missed.

** By-Elections

Regional Municipality of Hamilton-Wentworth



BOARDS AND COMMISSIONS SUPPORTED BY REGION



INTRODUCTION

W.M. Carson
Chief Administrative Officer

CHIEF ADMINISTRATIVE
OFFICER DEPARTMENT

Co-ordination of
Regional Administration
Internal Audit
Emergency Services

Administrative Departments

R.C. Prowse
Regional Clerk

CLERK'S
DEPARTMENT

Secretariat Services
- Council and Committees

R. Rozzell
Commissioner

LEGAL SERVICES
DEPARTMENT

Legal Services - Council,
Departments and Boards

J. Johnston
Commissioner

HUMAN RESOURCES
CENTRE

Personnel Services -
Region and City of Hamilton

G.W. Lawson
Regional Treasurer &
Commissioner

FINANCE
DEPARTMENT

Financial Services
Accommodation
Grants

J. Hindson
Director

INFORMATION
SYSTEMS

Systems Development
Information Services &
Support

Operating Departments

D. Turvey
Commissioner

TRANSPORTATION
DEPARTMENT

Hamilton Street Railway
Canada Coach Lines
Redhill Valley Expressway

ENGINEERING
DEPARTMENT

Roadways
Water & Sewers
Solid Waste
Engineering Services

F. Scott
Medical Officer of Health

HEALTH DEPARTMENT

Health Services

M. Schuster
Commissioner

SOCIAL SERVICES
DEPARTMENT

Social Assistance
Homes for the Aged
Children's Services
Social Services Grants

J.D. Thoms
Commissioner

PLANNING
DEPARTMENT

Region's Official Plan
Land Division Services

ECONOMIC DEVELOPMENT
DEPARTMENT

Economic Promotion
Industrial Parks
Regional Planning Services

HAMILTON CIVIC
AIRPORT

Airport Administration

The Regional Government in Hamilton-Wentworth is the upper tier of a two-tier system of municipal government, with the six Area Municipalities comprising the lower tier. The Region is generally responsible for specific legislated functions common to the entire Regional Area and has the exclusive authority to issue debentures for the purpose of capital financing for its projects and those of the Area Municipalities.

REVENUE SOURCES

The Budget plan predicts a balanced budget for 1991 and future years. Expenditures for current purposes to be funded from Reserves are reflected in the current operating budget. The Capital Budget reflects funding requirements for projects in progress and new projects.

Taxation \$152.9 M

Regional tax revenue comes from the following tax bases: General Levy, Transit Levy, Storm Levy and Library Levy. This revenue is raised each year through requisitions by Regional Council from the supporting Area Municipalities which, in turn, levy on the taxpayers. The Region apportions the General Levy among the Area Municipalities by applying the proportionate share of the total equalized assessment of the Region which is established for each Area Municipality to the total general levy to be raised by the Region. The Library Levy involving four of the six Area Municipalities is apportioned in a similar basis, while the Storm and Transit Levies are fully apportioned to Hamilton only. Taxation revenue is calculated by multiplying the applicable Mill Rate by the individual property assessment values. The Region collects the revenue from the Area Municipalities by way of an Interim Levy and a Final Levy. The former represents 50% of the prior year's total levies while the Final Levy is the current year's forecast levy requirements less the Interim Levy.

Grants From Senior Levels of Government \$215.4 M

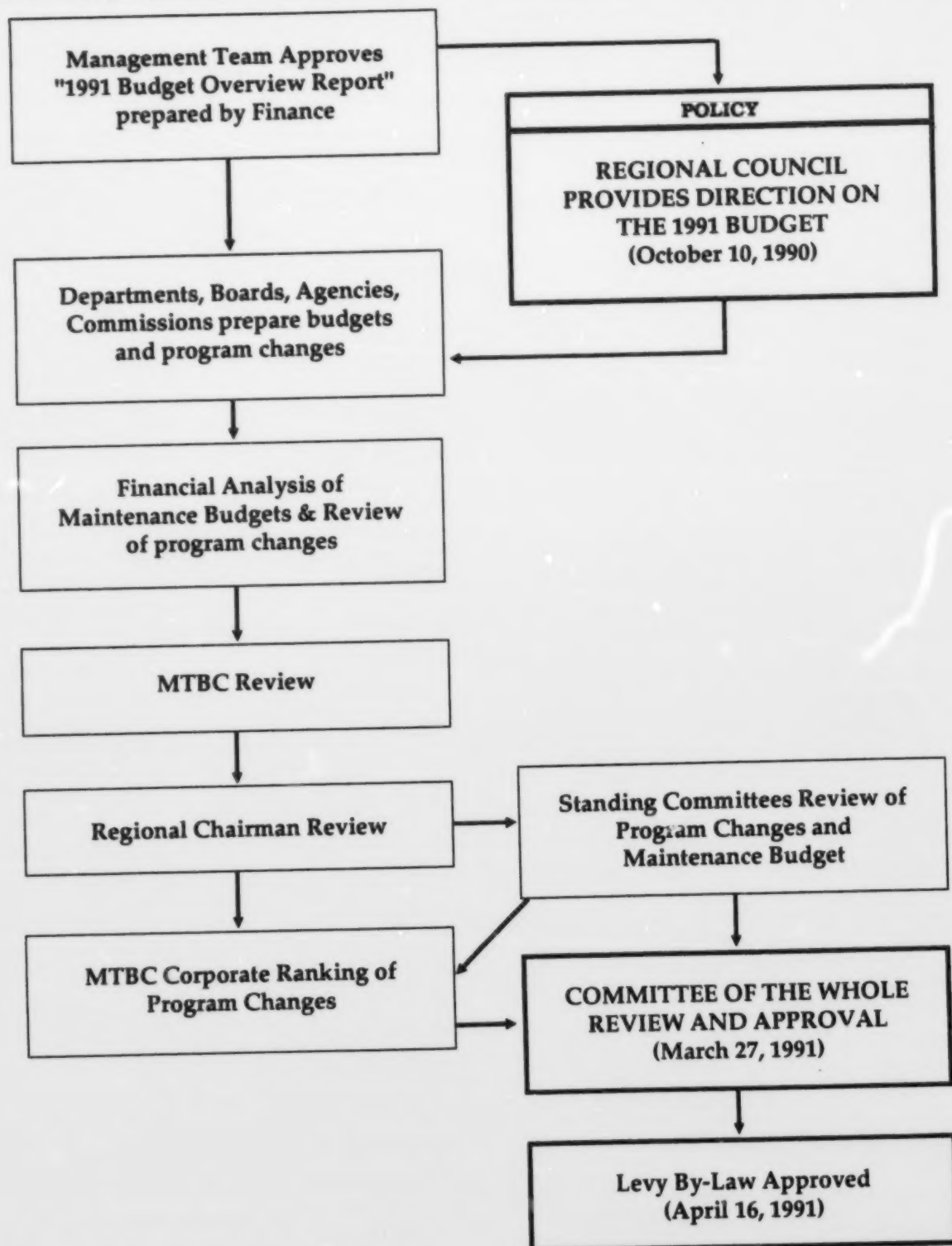
The Province of Ontario, under various provincial statutes and regulations, makes Conditional and Unconditional Grants to both the Regional Corporation and the Area Municipalities in support of their current and capital expenditures. Conditional Grants are based on or are related to specific types of expenditure, such as general welfare assistance and public transportation, and must be used to finance those expenditures. For 1991, these grants have been approved in the amount of \$186.7 M with some of the larger recipients being Social and Family Services, Transportation and Health Services. Unconditional grants are based on various factors including households, levies, and assessment and are used for general operating purposes. These grants have been approved in the amount of \$29.6 M for 1991. The General Levy portion is allocated to all such programs based on their proportionate share of the General Levy. Although constant at a level of \$28 M for several years, the Provincial Government has allowed an Unconditional Grant funding increase of 5% for 1991.

User Fees \$123.4 M

Water and Sewage costs are completely recovered by rates based on usage. Costs for other services such as resident care per diems for the Homes for the Aged and operating expenditures for Solid waste Disposal and Public Transit are only partially funded from user fees. Some services are provided by the Region to the Area Municipalities on the basis of 100% cost-reimbursement.

INTRODUCTION

1991 BUDGETARY CYCLE



The Region's budget process emphasizes planning at the program level. Each program has identified goals and objectives, includes all costs associated with the delivery of the program, and also includes performance measurements and achievements.

The 1991 Budget Process began with "Budget Day", a meeting providing Management and Councillors an opportunity to openly discuss and refine the budget process. The 1990 budget process was reviewed and departments encouraged to offer their views on where the process could be enhanced as well as those areas best handled by current procedures.

Recommendations as to how the process could be improved included:

- * Improvements made to the Program Information forms to ensure that sufficient information was provided for evaluating and analyzing new programs or program changes
- * Clarification of the Budget goals and objectives set forth by Council prior to program ranking
- * Improved communication during the budget process through production of a budget newsletter

These recommendations would be implemented in the 1991 Budget preparation.

Further meetings were held with the Management Team to discuss the 1991 Maintenance Budget Projection prepared by the Finance Department. The Maintenance Budget Projection is part of the Budget Overview presented to Regional Council and is intended to assist Council in providing direction to Departments, Boards, Agencies and Commissions in their budget preparation. It is based upon provision of 1990 Regional services at 1991 spending levels.

The Budget Overview was presented to Council on October 10, 1990 and the following resolution was passed by Council:

- * That staff be directed to present budget estimates at 1990 levels for 1991
- * That cuts in services be proposed to Committees to achieve a zero increase in spending
- * That, in the event Committees or Council approve an increase over 1990 Budget, they be limited to the projected rate of inflation

In response to Council's directive, the Management Team set forth the procedures which were followed in preparing the 1991 budget. To further assist departments, a "How to" Budget manual was updated and distributed by the Finance Department.

Departments were first required to:

- * Prepare a budget providing those services offered in 1990 at 1991 spending levels. This was referred to as the department's Maintenance Level Budget.
- * Review existing programs and activities and identify those deemed not affordable within the 1990 spending level. These programs were referred to as "Programs Not Affordable".

The Maintenance Level Budget less those programs not affordable within the 1990 spending level was referred to as the "Zero Increase" Budget.

Each department then prepared a listing of new and enhanced programs for consideration and possible inclusion in the budget. New and Enhanced Programs were classified according to program origin, specifically whether the program was Federal or Provincially legislated, Council-directed or Staff-initiated.

Departments' Zero Increase Budgets, Programs Not Affordable, and New and Enhanced program listings were submitted to the Management Team Budget Committee for review and approval. The Management Team Budget Committee (MTBC) is an administrative committee comprised of the Chief Administrative Officer, and five department heads representing Finance, Planning, Clerks, Information Systems and Transportation. Upon review by the MTBC, the zero increase budgets were submitted to Standing Committees of Council for approval and the New and Enhanced programs and Programs Not Affordable were given priority ranking by the individual Standing Committees responsible for program proposals. The criteria used for ranking Programs Not Affordable as well as the criteria used for ranking New and Enhanced programs is outlined below.

Programs Not Affordable are ranked according to the degree to which the programs:

- * Expose the Regional Corporation to undue legal or financial risk (protect the Region's AAA credit rating)
- * Deteriorate the economic structure of the community
- * Impact negatively upon the physical environment
- * Have a long-term impact in terms of reducing expenditures (cuts which reduce a service/program to a lower level which is likely to be sustained over time rather than cuts which if made this year will, of necessity be reintroduced next year)
- * Contribute high dollar savings for low service reduction versus low dollar savings and considerable service reduction

- * Have the least immediate impact upon a citizen (for example, a reduction in the frequency of repainting road markings should be chosen before a cancellation of the water service replacement programs)

Programs Not Affordable and New and Enhanced Programs are both ranked according to the extent to which the programs:

- * Contribute to building a strong and diversified economy based on sustainable development
- * Ensure a clean, healthy and safe community
- * Increase government productivity and provide excellence in service

The MTBC reviewed the program priorities set by each Standing Committee and then ranked each program to reflect the Corporate direction of Council.

Assessment of Programs Not Affordable and New and Enhanced Programs was facilitated through improvements made to the Program Information Form. With respect to Programs Not Affordable, departments were required to clearly outline the consequences of not continuing the program, specifically noting the reduction in service level that would result. Departments were also required to outline the impact of not undertaking a new program or program enhancement, as well as providing details as to how performance will be measured should the program be implemented.

The final step in the Budget Process had Regional Council, sitting as Committee of the Whole reviewing the Maintenance Budget, Capital Budget, and New and Enhanced Programs.

Presentation of the Budget

The Region adopted a "building block" approach to presenting the Maintenance Budget outlining the impact of the following components:

- * Zero Increase Budget
- * Corporate Issues-issues beyond departmental control
- * Boards, Agencies & Commissions
- * Programs Not Affordable

Upon approval of the Zero Increase Budget, Programs Not Affordable were evaluated in terms of merit and overall levy impact and either included in the budget or discontinued.

New and Enhanced Programs and Capital Programs were similarly assessed, weighing the potential benefit the program offers against the cost to be borne by the Regional taxpayer.

The budget presentation clearly illustrated the impact of individual programs on the average residential service bill as well as the effect of departmental budgets on the Regional Corporation.

The 1991 Budget was approved by Committee of the Whole on March 27, 1991 and the Levy By-Law was approved by Regional Council on April 16, 1991.

Communication with Public

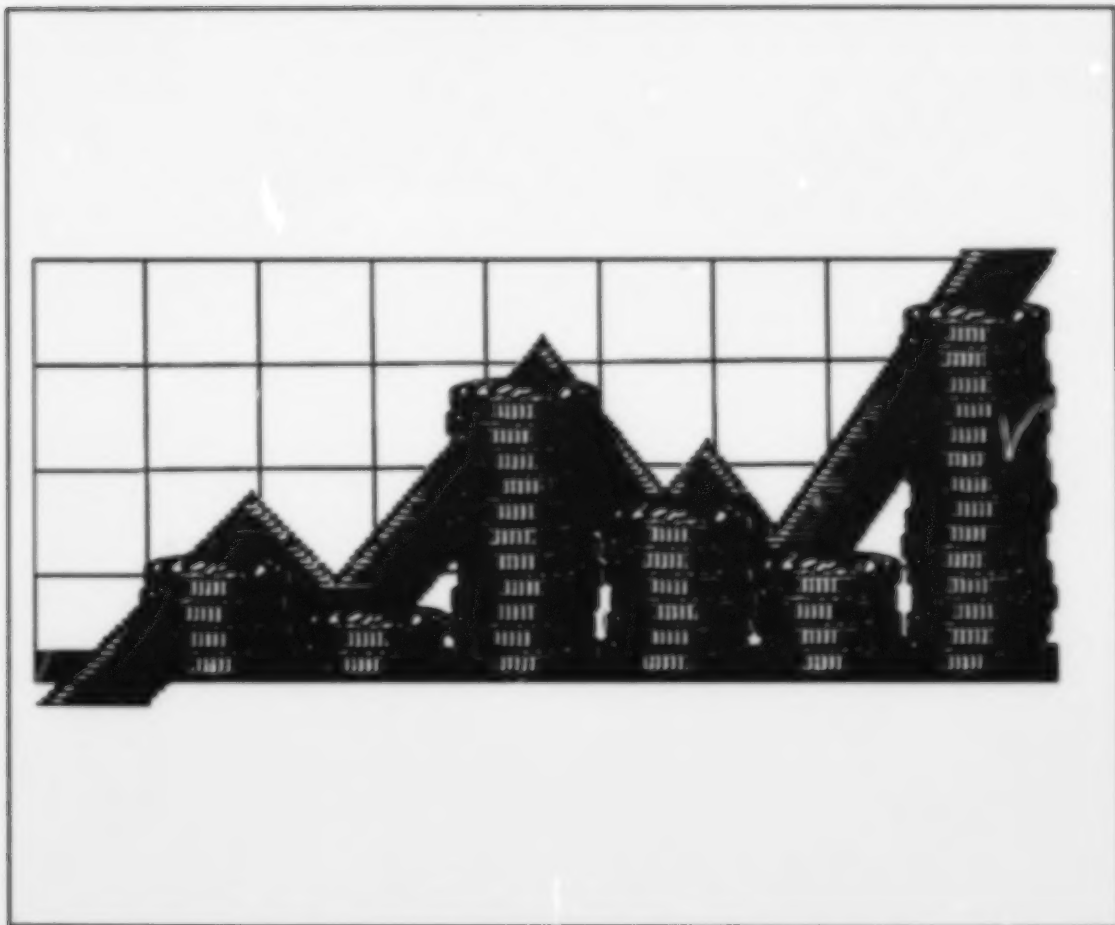
Public participation in the budget process greatly enhances Council's ability to make decisions in the best interest of the Regional community. The Region is aware of its responsibility to keep the public informed and, where possible, encourages public involvement in the development of the budget.

A public meeting, held December 15, 1990 gave Regional taxpayers an opportunity to voice their concerns over the forthcoming budget. The meeting included presentations made by the Region, the City of Hamilton, and the School Boards outlining budget issues and other areas of concern. An extensive question and answer period followed, providing an excellent forum for public discussion and input.

Residents were also provided with up-to-date budget information through continuous media coverage of the various Standing Committee meetings. Budget information was also included in local tax bills. Regularly televised Council meetings offered an additional opportunity for the public to be familiar with all ongoing Council matters.

The Committee of the Whole meeting was open to the public, an excellent way in which to view firsthand the efforts of Council in delivering an effective and responsible Regional Budget.

The Region will continue to stress public involvement in the 1992 Budget Process.



BUDGET OVERVIEW

INTRODUCTION

I am pleased to present the 1991 Operating Budget and the 1991-1995 Capital Budget forecast for the Regional Municipality of Hamilton-Wentworth and its related Boards and Commissions. As mentioned in the Budget Message, the Region's 1991 operating expenditures, including transfers to the capital program, total \$465.4 million and the 1991-1995 capital budget forecast was approved at \$888.1 million.

The 1991 Budget posed a tremendous challenge for Regional Council and staff in dealing with the impact of a national economic recession and the Regional implications of recent Federal and Provincial government policy.

It is through sound financial planning and sensitivity to the needs of the community that the Region has been able to successfully address these issues, producing a cost-effective budget without jeopardizing vital community service.

The Region used an integrated planning approach in preparing its Current and Capital Budgets due to the significant impact that capital financing plans have on operating programs. In recognition of the inter-relationship of the two budgets, this document presents the budgets on a consolidated basis, by major function. This is consistent with the way the Region's audited financial statements are prepared. Within each function, we have presented the Consolidated Budget, the 1991 Operating Budget with a further four-year forecast of the Operating Budget by individual program. The operating budget forecasts reflect the affordability of projected debt changes, contributions to capital and incremental operating costs of proposed capital programs. Prior year's actual data has been extracted from financial statements prepared in accordance with Generally Accepted Accounting Principles for municipalities. These policies include accrual accounting and fixed assets reported in the year of acquisition.

Federal and Provincial legislation has had a significant impact on the 1991 budget. At the Provincial level, cost-shared social programs have contributed heavily to the increase in the Regional Tax Levy, primarily due to the notable increase in the General Welfare Assistance caseload. Implementation of Provincial Pay Equity policy has added further to costs borne by the Regional community. Changes in Unemployment Insurance legislation, coupled with the arrival of the Goods and Services Tax are Federal initiatives which have also impacted the Region.

The Region has a comprehensive Budget Process which effectively ensures the implementation of Council's goals and objectives. The major goals of the 1991 Process were:

- * To ensure that Regional services are provided according to the corporate objectives established by Council
- * To ensure that Regional services are provided in an economical, efficient and effective manner
- * To ensure that those who provide Regional services are held accountable for the effective management of Regional resources

To achieve the broad goals established for the 1991 Budget Process, the following specific objectives were proposed:

- * To arrive, through the process, with a corporate guideline below the rate of inflation
- * Completion of the administrative process prior to December
- * For Management Team Budget Committee (MTBC) to ensure proper clarification of Council's goals and objectives prior to the program ranking process
- * To provide Council, in a clear and concise way with relevant and appropriate information for evaluating and analyzing new programs or program changes

- * To ensure there is a proper system in place for measuring and reporting on the effectiveness and efficiency of new programs
- * To ensure there is a proper review of existing programs and the results achieved.

REGIONAL FINANCIAL POLICIES & GUIDELINES

The preparation of the 1991 Budget followed the financial policies previously adopted by Council and new guidelines established by Council for the current year's budget.

1991 Budget Guidelines

The guidelines approved by Council for the 1991 Budget were:

- * That staff be directed to present budget estimates at 1990 level for 1991
- * That cuts in services be proposed to Committees to achieve zero increase in spending
- * That, in the event Committees or Council approve an increase over 1990 budget, they be limited to the projected rate of inflation.

These specific guidelines along with the overall goals and objectives of Council were the foundation of the 1991 Budget.

Regional Financial Policies Previously Adopted By Council

Pay-As-You-Go

On February 1, 1983, Regional Council formally adopted "Pay-As-You-Go" capital financing policy. The policy allows for the gradual conversion of the capital spending program to a point where it is fully financed from the operating program. Over the last seven years, the Region has steadily increased its current revenue contribution to capital formation.

Having stabilized and reduced debt levels in the 1980's, the Region is now allowing some debenture financing of specific infrastructure programs. However, the Region continues to finance most projects out of current revenues and reserves, and the reserve fund position remains strong.

Appropriation Transfers

In-year authorized appropriation transfers between budget accounts are used to cover expenditures for which sufficient funds are not available within the budget allocation originally approved by Council.

Transfers from reserves can be made to offset over-expenditure, however, these only occur for expenditures of a non-recurring nature and only if funds cannot be found as outlined in the appropriation procedures.

No transfers can be made from one funding group (General Levy, Water Revenue, Sewer Revenue, Library Levy, Storm Sewer Levy, Transit Levy), to another. In addition, no appropriation transfers are made from salary and fringe benefit accounts nor from capital financing accounts.

Contingency Allocations

Contingency allocations are made when Council approves an amount specifically identified within the Contingency for the delivery of an ongoing service and the funds cannot be obtained within the program budget.

An amount equal to the lesser of any Contingency surplus or operating surplus may be transferred each year to the Contingency Provision Reserve until a maximum ceiling of 2.0% of the General Levy is reached.

One/Two Year Policy For The Capital Budget

The one/two year policy for the Capital Budget requires that no new projects be added in years one and two of a Five-year Capital Budget. The policy is being phased in over three years.

The first phase of the policy was completed in the preparation of the 1989-1993 Capital Budget. Departments reviewed capital requirements, ranking projects and ensuring the capital forecasts included all priorities as established by Council.

The second phase of the policy took place in the preparation of the 1990-1994 Capital Budget. No change was permitted for projects in 1990. "No change" refers to new projects being added.

The third phase of the policy requires project and project cost forecasts for 1991 and 1992 within the 1991-1995 Capital Budget to remain the same as those contained in the 1990-1994 Capital Budget.

Exceptions to this policy are any projects that, if not done, would affect the health and safety of the community, or any programs that are Provincially legislated as mandatory.

ECONOMIC OVERVIEW

At the beginning of the 1991 Budget Process the Region's Finance Department undertook a comprehensive review of the national and local economies. The purpose of the review was to assess the trend and level of key economic indicators that have an important role in determining the overall financial requirements of the Region's budget. These indicators include the Consumer Price Index, interest rates, exchange rates, salary and wage settlements, and construction indices.

At the time of budget preparation, there was increasing evidence of an economic slowdown in Canada. Personal consumption, housing construction, business investment and business inventory accumulation all declined significantly during the first quarter of 1990. The Bank of Canada was continuing to pursue an anti-inflationary monetary policy, which led to the Prime Rate increasing in April 1990 to 14.75%-the second increase in the Prime Rate in 1990. The Canadian dollar was impacted by the uncertainty surrounding the June 23 deadline for the Meech Lake Accord, falling to below 84 cents U.S.

At this time any suggestion that there would be a recession during the year was tempered by the belief that it would be a mild one, and that growth in real GDP, however modest, would occur during the fourth quarter. This was largely fuelled by the anticipation of lower interest rates in the latter half of the year as the government's anti-inflationary policies took hold and the increased consumer spending which was believed would precede the January 1, 1991 implementation of the Goods and Services Tax.

For the local economy, the possibility of a significant national economic slowdown or recession gave rise to a forecast increase in the Region's unemployment rate and anticipated growth in the General Welfare Assistance caseload. Assessment growth was forecast to increase by 2.0% in 1991 and by 1.5% in 1992.

With the inflationary impact of the GST and the anticipated reaction in wage settlements, the 1991 national inflation rate forecast by major financial institutions was, on average, 5.5%. Historically, the inflation rate in Ontario has been higher than the National rate, while within Ontario, inflation within Metropolitan Toronto has exceeded that of the Province. Hamilton-Wentworth's rate was expected to be slightly lower than the Toronto rate yet higher than Ontario. Based on this reasoning, the 1991 inflation rate for Hamilton Wentworth was forecast at 6.1% and used as the economic assumption for the Hamilton-Wentworth area in 1991.

The beginning of the 1991 Budget Process coincided with a period of national economic and political uncertainty. As the evidence of the national economic recession became clear and, more importantly, as its severity became apparent, Regional Council and staff ensured that discussion of departmental programs and budget direction was made in the proper economic context.

A complete list of Assumptions used in the Current and Capital budgets is available in the Appendices on pages 117 and 118.

PERFORMANCE MEASUREMENTS

Departments are required to set performance measurements for all programs and activities for which they are responsible. Each department must clearly justify selected means of performance measurement as well as explain how program performance targets and goals are decided upon. The frequency of evaluation must also be specified to ensure proper monitoring of programs during the year.

The budgetary review of existing programs involves comprehensive analysis of results in the context of the stated program goals and objectives. Management evaluates programs in terms of effectiveness in meeting program goals, the efficiency with which resources were used to achieve results and, where appropriate, whether the desired long term impact of the program was achieved. This enables Management to determine whether existing programs warrant continued funding or where resources are best allocated to new initiatives, or further program enhancements.

Where the selected performance criteria do not adequately reflect a particular program, recommendations are made to revise the measurement standard to improve program evaluation in the coming year.

SUMMARY

The Government Finance Officers Association of the United States and Canada (GFOA) has for the sixth year running presented the Award for Distinguished Budget Presentation to this Region for its 1990 annual budget. To receive this award, the Region must publish a budget document, and the complete budget process is evaluated for effectiveness as an operations guide, financial plan, policy statement and as a communications medium. Further enhancements are planned for 1992 to facilitate improved program priority planning.

The 1991 Budget represents a significant achievement in light of the challenges posed by the national economic recession and the Regional impact of Federal and Provincial legislation.

Regional Council and staff have endeavoured to present a budget which ensures the continuance of quality community service yet reflects an awareness of the plight of individual and corporate taxpayers during these difficult economic times.

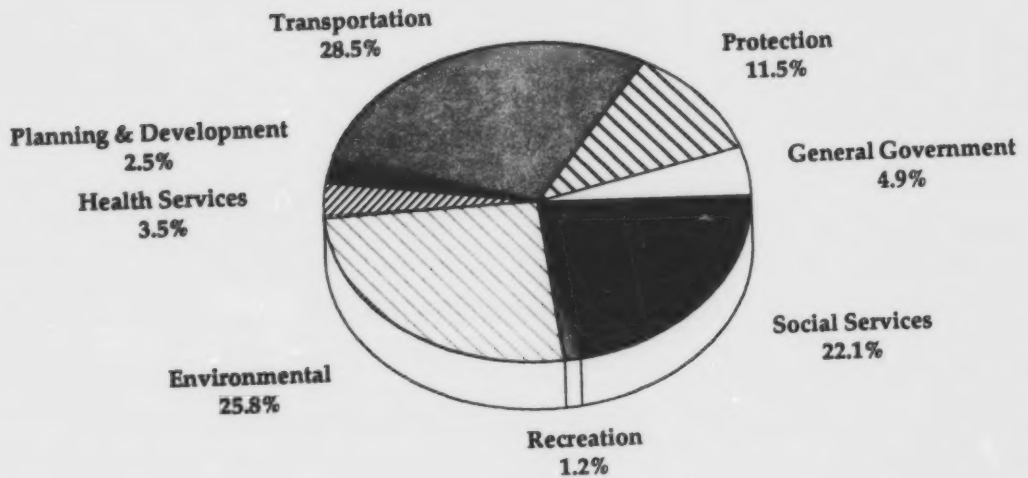
An average increase in the residential service bill of 5.7%, slightly below the Regional rate of inflation, is indicative of the effort made to meet the needs of the residents of Hamilton-Wentworth. This could only be achieved with support and guidance from the Regional Chairman, Standing Committee Chairmen, and members of Regional Council, Boards and Commissions. I would also like to thank the Chief Administrative Officer, Department Heads and their staff, the Management Budget Team Committee, and the Budget Working Committee, as well as the staff in the Department of Finance for their hard work and contribution to this budget process.

Respectfully submitted,

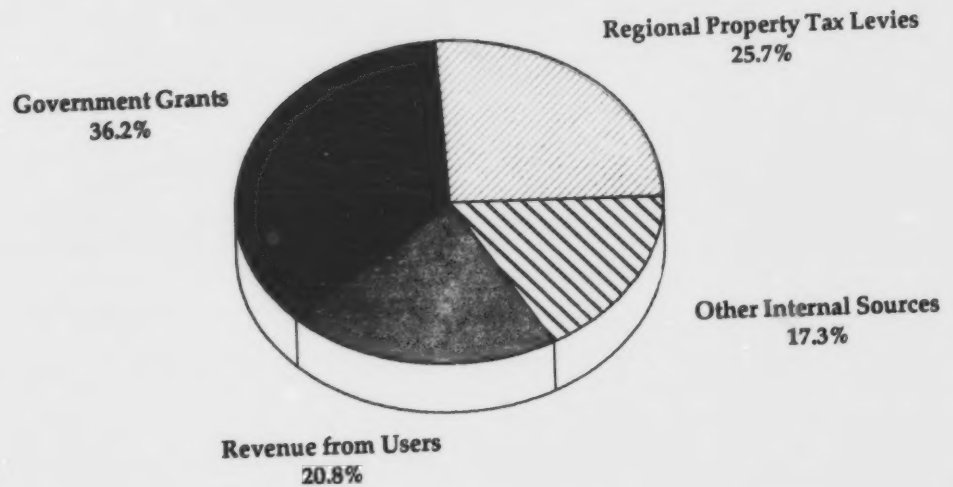


G.W. Lawson, C.P.F.A., C.G.A.
Treasurer and Commissioner of Finance

**1991 CONSOLIDATED EXPENDITURE
CURRENT AND CAPITAL \$648.6 MILLION**



**1991 CONSOLIDATED REVENUE
CURRENT & CAPITAL \$648.6 MILLION**



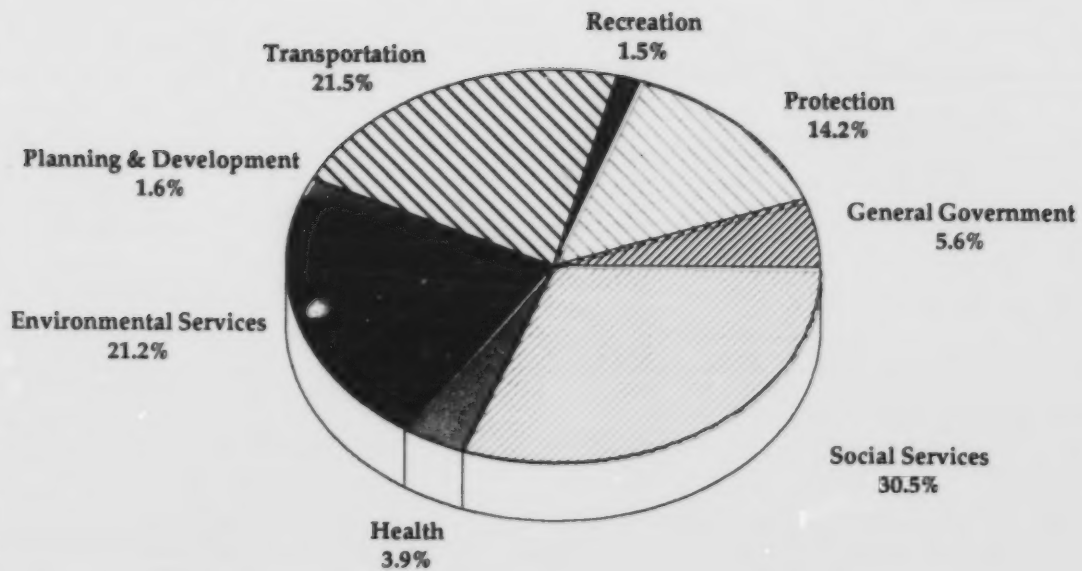
Regional Municipality of Hamilton-Wentworth

	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>BUDGET</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>BUDGET</u>
	\$	\$	\$	\$
EXPENDITURE				
General Government Services	18,135	21,140	20,055	31,491
Protection To Persons & Property	55,638	67,266	62,740	74,732
Transportation Services	132,031	173,232	141,798	185,087
Environmental Services	91,726	145,979	112,507	167,223
Health Services	18,249	25,752	20,457	22,816
Social & Family Services	89,896	105,108	114,524	143,347
Recreation & Cultural Services	6,322	8,367	7,202	7,780
Economic Development & Planning	8,631	17,941	12,917	16,124
TOTAL CONSOLIDATED EXPENDITURE	420,628	564,785	492,200	648,600
REVENUE				
Regional Levies				
General Levy	100,991	114,979	114,979	127,688
Urban Transit Levy	14,452	15,765	15,765	17,028
Storm Sewer Levy	4,824	6,013	6,013	6,409
Library Levy	1,592	1,751	1,751	1,801
	121,859	138,508	138,508	152,926
Government Grants				
Ontario Unconditional	28,241	28,207	28,207	29,616
Ontario Specific	105,415	150,183	138,210	185,052
Canada Specific	833	691	638	777
	134,489	179,081	167,055	215,445
Revenue From Users				
Direct Billings-Water Rates	21,044	21,684	21,841	23,347
Direct Billings-Sewer Rates	24,992	22,799	26,583	24,328
Fares, Fees & Service Charges	49,508	63,539	54,995	59,188
Billings To Area Municipalities	14,697	12,120	12,302	16,592
	110,241	120,142	115,721	123,455
Other Regional Sources				
Financing-Internal Sources	13,966	49,451	30,255	78,889
Interest, Internal Reserves, & Other	14,164	17,352	15,398	16,914
Sale of Industrial Land	820	8,706	5,560	4,395
Share of Supplementary Taxes	2,667	0	2,149	0
Previous Year's Surplus	3,462	2,667	2,667	2,149
Less: Current Year's Surplus	(2,667)	0	(2,149)	0
	32,412	78,176	53,880	102,547
Financing - Long Term				
External Sources	21,627	48,878	17,036	54,227
TOTAL CONSOLIDATED REVENUE	420,628	564,785	492,200	648,600

BUDGET OVERVIEW

	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>BUDGET</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>BUDGET</u>
	\$	\$	\$	\$
GROSS CURRENT EXPENDITURE				
General Government	17,830	19,982	19,013	26,210
Protection to Persons & Property	54,918	61,625	60,904	66,143
Transportation Services	102,531	98,100	100,713	100,046
Environmental Services	77,326	86,934	92,083	98,662
Health Services	14,270	18,197	15,232	18,079
Social & Family Services	84,424	101,166	113,594	141,999
Recreation & Cultural Services	5,702	6,752	6,714	8,769
Economic Development & Planning	6,836	7,353	7,330	7,568
TOTAL GROSS CURRENT EXPENDITURE	363,837	400,109	415,583	463,476
GROSS CURRENT REVENUE				
Regional Levies				
General Levy	100,991	114,979	114,979	127,688
Urban Transit Levy	14,452	15,765	15,765	17,028
Storm Sewer Levy	4,824	6,013	6,013	6,409
Library Levy	1,592	1,751	1,751	1,801
	121,859	138,508	138,508	152,926
Government Grants				
Ontario Unconditional	28,241	28,207	28,207	29,616
Ontario Specific	82,563	102,280	104,854	139,452
Canada Specific	833	691	638	777
	111,637	131,178	133,699	169,845
Revenue From Users				
Direct Billings-Water Rates	21,044	21,684	21,841	23,347
Direct Billings-Sewer Rates	24,993	22,799	26,583	24,328
Fares, Fees & Service Charges	47,822	62,616	54,654	59,188
Billings to Area Municipalities	21,304	12,079	12,452	14,271
	115,163	119,178	115,530	121,134
Other Regional Sources				
Interest, Internal Financing & Other	11,716	8,578	25,179	19,422
Share of Supplementary Taxes	2,667	0	2,149	0
Previous Year's Surplus	3,462	2,667	2,667	2,149
Less: Current Year's Surplus	(2,667)	0	(2,149)	0
	15,178	11,245	27,846	21,571
TOTAL GROSS CURRENT REVENUE	363,837	400,109	415,583	463,476

**1991 GROSS CURRENT EXPENDITURE
\$ 485.4 MILLION**



BUDGET OVERVIEW

	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>BUDGET</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>BUDGET</u>
	\$	\$	\$	\$
NET CURRENT EXPENDITURE (Including Transfers to Capital Fund)				
General Government Services	10,790	11,602	9,542	16,318
Protection to Persons & Property	53,963	59,627	58,902	64,096
Transportation Services	38,000	40,520	41,250	44,083
Environmental Services	12,270	13,308	13,276	13,888
Health Services	4,417	5,507	5,028	4,593
Social & Family Services	20,742	24,409	27,049	27,276
Recreation & Cultural Services	5,567	5,884	5,892	5,759
Economic Development & Planning	4,588	4,895	4,836	5,080
TOTAL NET CURRENT EXPENDITURE	150,337	165,752	165,775	181,093
NET CURRENT REVENUE				
Regional Levies				
General Levy	100,991	114,979	114,979	127,688
Urban Transit Levy	14,452	15,765	15,765	17,028
Storm Sewer Levy	4,824	6,013	6,013	6,409
Library Levy	1,592	1,751	1,751	1,801
	121,859	138,508	138,508	152,926
Government Grants				
Ontario Unconditional	25,016	24,578	24,600	26,018
Other Revenue Sources				
Share of Supplementary Taxes	2,667	0	2,149	0
Previous Year's Surplus	3,462	2,667	2,667	2,149
Less: Current Year's Surplus	(2,667)	0	(2,149)	0
	3,462	2,667	2,667	2,149
TOTAL NET CURRENT REVENUE	150,337	165,753	165,775	181,093

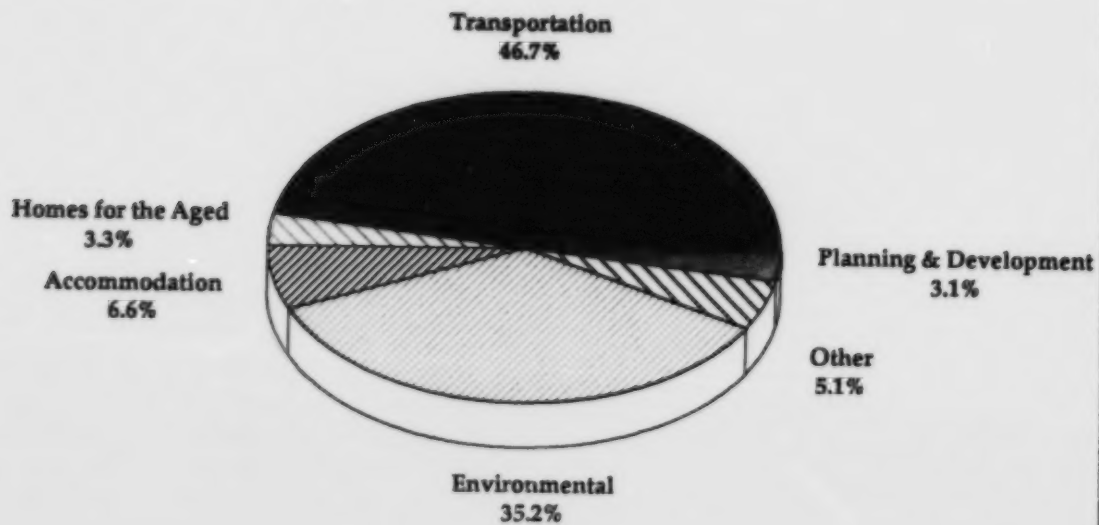
Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$
CAPITAL EXPENDITURE						
General Government Services						
Corporate Services	5,281	10,996	18,049	14,124	17,341	65,791
Capital Grants	200	200	200	200	200	1,000
Protection To Persons & Property						
Police	8,589	5,100	2,500	0	0	16,189
Emergency Services	535	0	0	0	0	535
Transportation Services						
Roadways	40,933	25,407	25,456	23,586	19,865	135,247
Freeway	48,842	48,891	54,526	36,140	35,417	223,816
Transit-H.S.R.	7,849	12,529	12,102	5,441	13,351	51,272
Airport	108	1,880	3,000	0	0	4,988
Environmental Services						
Sanitary Sewers	29,888	24,014	21,763	13,920	14,750	104,335
Waterworks	27,209	19,813	16,557	17,459	16,255	97,293
Storm Sewers	15,430	16,156	17,088	13,211	14,594	76,479
Solid Waste	11,170	10,648	810	847	1,340	24,815
P.A.R.C.I.L.	6,760	2,118	0	0	0	8,878
Health Services						
Hospitals	2,550	1,950	2,250	2,150	0	8,900
General Health	2,187	212	0	0	0	2,399
Social & Family Services						
Homes For The Aged	1,539	2,054	7,471	8,744	9,551	29,359
Recreation & Cultural Services						
Library	400	385	94	31	312	1,222
Westfield Heritage Centre	466	356	253	384	403	1,862
Confederation Park	436	472	509	537	561	2,515
McMaster University	957	1,730	1,103	0	0	3,790
Economic Development & Planning						
Industrial Land	4,595	3,839	8,464	3,840	1,990	22,728
Economic Development	4,093	359	200	0	0	4,652
TOTAL CAPITAL EXPENDITURE	220,017	189,109	192,395	140,614	145,930	888,065

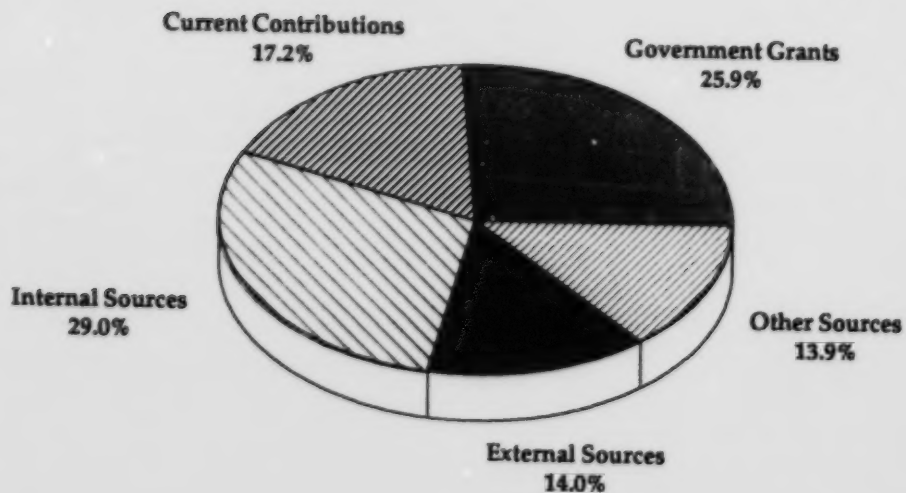
BUDGET OVERVIEW

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$
CAPITAL REVENUE						
Grants & Subsidies	45,722	53,657	57,896	34,122	38,365	229,762
Contribution From Current Freeway	6,544	7,212	7,846	2,918	0	24,520
Other Programs	24,236	24,031	26,157	26,108	27,308	127,840
	30,780	31,243	34,003	29,026	27,308	152,360
Financing - Internal Sources						
Prior Year's Contribution	908	0	0	56	2,791	3,755
Contribution - Development Charges	44,604	24,687	23,653	18,276	18,285	129,505
Contribution - Solid Waste Reserve	7,948	5,070	810	847	1,340	16,015
Contribution - Industrial Land Reserve	660	(3,413)	206	(2,092)	(4,049)	(8,688)
Borrowing From Own Reserves	22,710	22,730	25,020	14,066	11,350	95,876
Deferred Financing	6,343	2,036	1,099	3,980	7,861	21,319
	83,173	51,110	50,788	35,133	37,578	257,782
Financing - External Sources						
Debenture Requirements	29,406	24,137	19,751	21,428	23,914	118,636
Unapplied Debenture Proceeds	1,535	2,135	2,818	0	0	6,488
	30,941	26,272	22,569	21,428	23,914	125,124
Additional Financing						
Local Improvements - Owner's Share	4,904	5,111	3,814	5,054	5,308	24,191
Other Revenue	20,562	14,464	15,067	9,919	7,418	67,430
Proceeds From Land Sales	3,935	7,252	8,258	5,932	6,039	31,416
	29,401	26,827	27,139	20,905	18,765	123,037
TOTAL CAPITAL REVENUE	220,017	189,109	192,395	140,614	145,930	888,065

**1991-1995 CAPITAL EXPENDITURE
FIVE YEAR TOTAL \$888.1 MILLION**



**1991-1995 CAPITAL REVENUE
FIVE YEAR TOTAL \$888.1 MILLION**

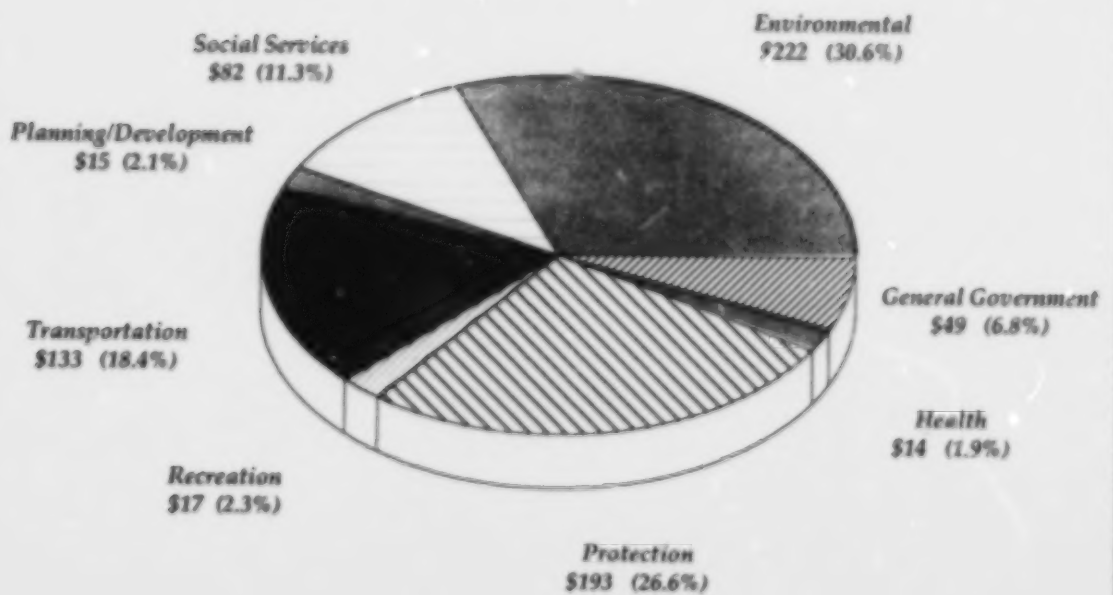


BUDGET OVERVIEW

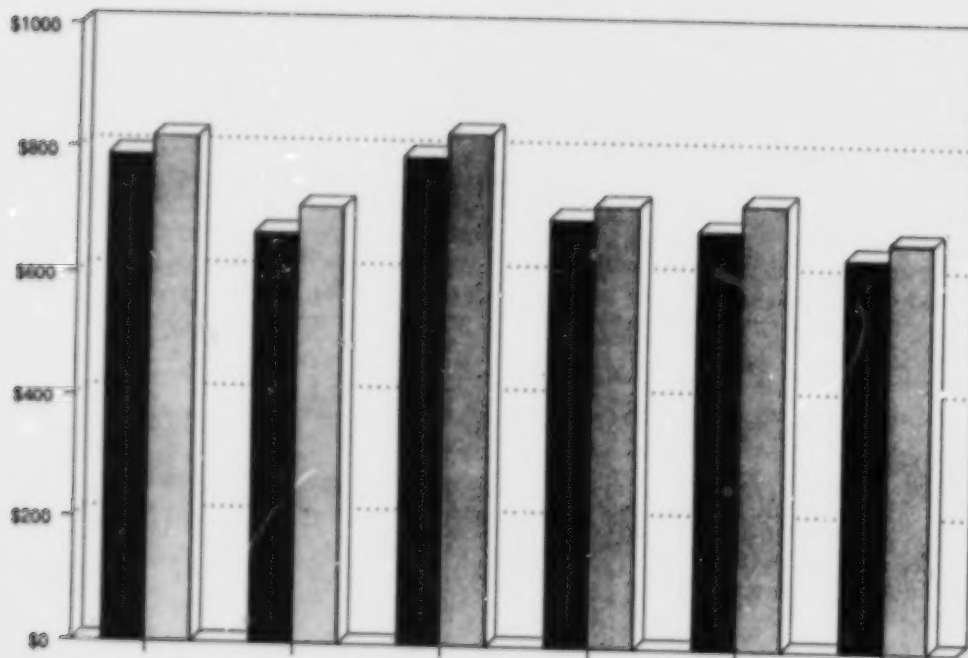
	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
RESERVE BALANCE- BEGINNING OF YEAR	10,112	30,539	22,662	17,090	23,719
ADD:					
Capital Levy Contribution	1,000	1,000	1,000	1,000	1,000
	11,112	31,539	23,662	18,090	24,719
ADD:					
Interest Earned by Reserves	2,142	2,710	2,142	1,721	2,270
Repayment-Current Budget	11,669	14,669	17,834	20,699	21,238
Repayment-Capital Lot Levy Reserve	309	309	309	309	309
Repayment-Oversizing Reserve	72	72	72	72	72
Repayment of Locals-Owners' Portion	1,024	1,024	1,725	2,248	2,941
Repayment-H.S.R.	480	480	480	0	0
	50,803	50,803	46,224	43,139	51,549
LESS:					
Net Capital Requirements	22,730	22,730	25,020	14,066	11,350
Financing of Locals-Owners' Portion	5,111	5,111	3,814	5,054	5,308
Capital Levy Contribution- Roads Rehabilitation Program	300	300	300	300	300
RESERVE BALANCE - YEAR END	22,662	22,662	17,090	23,719	34,591
CUMULATIVE DEFERRED FINANCING ON FREEWAY REQUIRED FROM RESERVES	(13,713)	(13,801)	(13,956)	(11,597)	(4,625)
CUMULATIVE DEFERRED FINANCING ON P.A.R.C.I.L. REQUIRED FROM RESERVES	5,954	5,954	5,481	4,500	3,475
CUMULATIVE DEFERRED FINANCING ON HOMES REQUIRED FROM RESERVES	(12,269)	(12,269)	(7,584)	(2,198)	3,339
CUMULATIVE DEFERRED FINANCING ON ROADS REQUIRED FROM RESERVES	(21,320)	(21,320)	(9,686)	3,261	12,706

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS CURRENT EXPENDITURE					
General Government Services	26,210	27,291	28,507	32,824	34,229
Protection To Persons & Property	66,143	70,826	74,662	78,422	81,764
Transportation Services	100,046	109,219	113,939	112,753	113,900
Environmental Services	98,662	103,241	107,478	112,831	118,354
Health Services	18,079	18,236	19,038	19,742	20,382
Social & Family Services	141,999	148,575	155,403	162,743	170,504
Recreation & Cultural Services	6,769	6,997	7,258	7,532	7,803
Economic Development & Planning	7,368	7,916	8,243	8,618	8,991
TOTAL GROSS CURRENT EXPENDITURE	463,476	492,301	514,528	535,465	555,927
GROSS CURRENT REVENUE					
Government Grants-Unconditional	29,616	30,950	32,343	33,797	35,319
Government Grants-Specific	140,229	147,401	153,879	160,757	167,959
Fares, Fees & Service Charges	59,188	59,844	61,261	61,887	63,173
Billings To Area Municipalities	14,271	14,816	15,223	15,903	17,569
Other Regional Sources	21,571	23,141	23,636	24,196	24,740
	264,875	276,152	286,342	296,540	308,760
Self-Supporting Services	47,675	50,458	53,126	55,996	58,940
TOTAL GROSS CURRENT REVENUE	312,550	326,610	339,468	352,536	367,700
FUNDED BY TAX LEVY	152,926	165,691	175,060	182,929	188,227
% CHANGE (BEFORE ASSESSMENT GROWTH)	10.41%	8.35%	5.65%	4.50%	2.90%
% CHANGE (AFTER ASSESSMENT GROWTH)	8.24%	6.75%	4.09%	2.95%	1.38%

WHERE YOUR REGIONAL DOLLAR GOES
1991 Average Residential Service Bill - \$725



**TOTAL REGIONAL SERVICE BILL AND INCREMENTAL IMPACT
Per Average Household**



	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
1990 ACTUAL	\$790	\$666	\$790	\$693	\$676	\$635
1991 BUDGET	\$818	\$708	\$827	\$714	\$717	\$659
CHANGE	\$28	\$42	\$37	\$21	\$41	\$24
IMPACT	3.5%	6.3%	4.7%	3.0%	6.1%	3.8%

1990 ACTUAL



1991 BUDGET



BUDGET OVERVIEW

	<u>1987</u> <u>ACTUAL</u>	<u>1988</u> <u>ACTUAL</u>	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>PRO</u> <u>FORMA</u>
CURRENT FUND	\$	\$	\$	\$	\$
ANALYSIS OF EXPENDITURE:					
Salaries and Wages	122,115	130,154	144,299	161,761	177,696
Goods and Services	71,747	81,492	96,111	106,775	121,943
Transfer Payments	83,440	86,199	98,491	125,444	143,377
Debt Charges	15,392	14,418	14,261	21,603	22,460
	292,694	312,263	353,162	415,583	465,476
ANALYSIS OF REVENUE:					
Property Taxation	99,944	110,028	124,526	140,657	152,926
Government Grants	96,361	100,827	110,122	134,040	169,845
Direct Billings-Rates	43,637	43,876	46,037	48,424	47,675
Fees,Service Charges & Other	52,732	59,480	71,682	91,944	92,881
Surplus from Previous Year	1,534	1,514	3,462	2,667	2,149
	294,208	315,725	355,829	417,732	465,476
SURPLUS AT YEAR END	1,514	3,462	2,667	2,149	0
	292,694	312,263	353,162	415,583	465,476
CAPITAL FUND					
CAPITAL EXPENDITURE	65,619	75,859	103,138	93,173	220,017
CAPITAL FINANCING:					
Contribution from Own Funds	40,702	47,989	44,612	27,195	88,835
External Borrowings	0	0	60,113	0	29,406
Government Grants	15,519	25,714	20,710	28,216	45,722
Other	8,920	12,430	12,726	19,673	33,344
	65,141	86,133	138,161	75,084	197,307
UNEXPENDED CAPITAL FINANCING					
AT YEAR END	14,289	24,563	59,586	41,497	18,787
RESERVES AND RESERVE FUNDS					
ANALYSIS OF EXPENDITURE:					
Contribution to Own Funds	21,496	25,409	27,490	20,373	44,793
Debt Charges	204	337	431	1,604	1,562
Other	7,128	5,500	3,576	400	10,102
	28,828	31,246	31,497	22,377	56,457
ANALYSIS OF REVENUE:					
Contribution from Own Funds	17,800	16,670	25,766	25,190	52,667
Interest/Debenture Proceeds/ Lot Levy Receipts,etc.	16,533	22,108	18,835	25,864	16,041
	34,333	38,778	44,601	51,054	68,708
RESERVES AND RESERVE FUNDS					
AT YEAR END	77,903	85,435	98,539	127,216	139,467

Regional Municipality of Hamilton-Wentworth

	<u>1987</u> <u>ACTUAL</u>	<u>1988</u> <u>ACTUAL</u>	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>PRO</u> <u>FORMA</u>
	\$	\$	\$	\$	\$
BALANCE SHEET @ DEC.31					
ASSETS					
Current Assets	134,819	154,681	215,477	203,632	236,579
Recoverable Capital Outlay	72,623	65,937	118,096	105,682	147,610
Restricted Investments	8,489	8,467	9,613	12,584	44,604
	<u>215,931</u>	<u>229,085</u>	<u>343,186</u>	<u>321,898</u>	<u>428,793</u>
LIABILITIES					
Current Liabilities	49,602	49,688	64,298	45,354	122,929
Net Long Term Debt	72,623	65,937	118,096	105,682	147,610
Unexpended Capital Funds	14,289	24,563	59,586	41,497	18,787
Reserves and Reserve Funds	77,903	85,435	98,539	127,216	139,467
Accumulated Surplus	1,514	3,462	2,667	2,149	0
	<u>215,931</u>	<u>229,085</u>	<u>343,186</u>	<u>321,898</u>	<u>428,793</u>
BORROWING FROM RESERVES					
Internal Debt-Beg. of Year	41,426	46,027	53,260	63,022	56,881
Add: Loans to Capital Fund	8,059	11,205	13,945	6,944	22,710
Less: Principal Repayment	3,458	3,972	4,183	13,085	6,262
Internal Debt At Year End	<u>46,027</u>	<u>53,260</u>	<u>63,022</u>	<u>56,881</u>	<u>73,329</u>
NET LONG TERM DEBT					
External Debt-Beg. of Year*	80,598	73,974	65,169	117,355	105,682
Add: Additional Borrowings	0	0	60,755	0	52,394
Less: Principal Repayment	7,975	8,037	7,828	11,673	10,466
External Debt At Year End	<u>72,623</u>	<u>65,937</u>	<u>118,096</u>	<u>105,682</u>	<u>147,610</u>
Less: Own Holdings	12,863	7,124	7,733	6,969	6,969
Debt Held Externally	59,760	58,813	110,363	98,713	140,641
To Be Repaid From:					
General(Tax Levies)	23,639	21,803	77,564	63,142	108,361
Regional Enterprises(Rates)	47,807	43,254	40,047	33,970	31,327
Reserves	1,177	880	485	8,570	7,922
External Debt At Year End	<u>72,623</u>	<u>65,937</u>	<u>118,096</u>	<u>105,682</u>	<u>147,610</u>

* Balances have been restated to reflect interest earned on Sinking Funds and U.S. exchange.

BUDGET OVERVIEW

	<u>AS AT</u> <u>12/31/88</u>	<u>AS AT</u> <u>12/31/89</u>	<u>AS AT</u> <u>12/31/90</u>	<u>1991</u> <u>BUDGET</u>
GENERAL GOVERNMENT SERVICES				
Chairman	22	2	2	2
Chief Administrative Officer	6	7	7	7
Clerk	14	16	17	18
Legal Services	9	14	15	15
Human Resources Centre	37	44	44	44
Finance	86	95	96	96
Accommodation - Court House	13	13	13	13
Information Systems	10	10	10	10
PROTECTION TO PERSONS & PROPERTY				
Police	863	889	911	934
TRANSPORTATION				
Public Transit	1,028	1,034	1,032	1,027 a)
School Traffic Officers	162	175	175	0 b)
Hamilton Airport	15	16	17	17
Freeway	11	12	12	10 c)
ENVIRONMENTAL SERVICES				
Engineering	466	479	481	489
Laboratories	25	25	25	28
P.A.R.C.I.L.				10 d)
HEALTH SERVICES				
Health	214	224	255	266
SOCIAL AND FAMILY SERVICES				
General Assistance and Support	171	169	177	182
Macassa Lodge	186	189	192	186 e)
Wentworth Lodge	86	92	100	99
RECREATION & CULTURAL SERVICES				
Library	26	26	26	26
ECONOMIC DEVELOPMENT & PLANNING				
Economic Development	19	22	22	22
Planning	64	73	73	73
TOTAL	3,533	3,626	3,702	3,574

DOES NOT INCLUDE PART-TIME, TEMPORARY, CONTRACT OR STUDENTS.

- a) Staffing levels are directly related to bus schedules. The level of service has decreased in 1991.
- b) As of June 1, 1990, City of Hamilton has taken over responsibility for School Traffic Officers.
- c) Responsibility for Transportation Modelling was transferred to HSR (Transit) for 1991.
- d) P.A.R.C.I.L. is a new program for 1991.
- e) Due to renovations, the number of beds have decreased but the level of care has increased. Therefore the staff complement has decreased.



GENERAL GOVERNMENT

PERFORMANCE MEASUREMENTS

Service Provided	Category	1990 Selected Performance Indicator	1990 Target	1990 Achieved	% of Target	1991 Target
FINANCE						
Financial Planning	Efficiency	Approval of Capital Budget	Mar. 20	Mar. 14	N/A	Apr. 4
	Efficiency	Approval of Current Budget	Mar. 20	Mar. 14	N/A	Apr. 4
	Efficiency	Budget "How to" Manual	June 30	Oct. 31	N/A	July 31
	Workload	# of Variance Reports	3	3	100%	3
Risk Management/ Insurance	Efficiency	Presentation to Committees	May 31	Aug. 20	N/A	N/A
	Efficiency	Implementation & Recommendations	Sept. 30	Dec. 31	N/A	N/A
Local Improvements	Efficiency	Complete 1991 Rating Process	Apr. 15	Apr. 15	N/A	Apr. 15
Accounting	Workload	Cheques Reconciled	225,000	253,000	112%	253,000
	Workload	Journals Processed	7,000	6,300	90%	7,000
	Efficiency	# of Days to Reconcile	10	12	120%	10
	Efficiency	# of Days to Distribute Cheques	3	3	100%	3
Payroll	Workload	# of Employees Covered	4,050	4,300	106%	4,300
	Workload	# of Computer Cheques	50,000	55,000	110%	55,000
	Workload	Direct Deposits	55,300	52,000	94%	52,000
	Workload	# of Manual Cheques	1,100	1,700	155%	1,100
	Efficiency	# of Cheques/Deposit/Clerk/Month	1,775	1,783	100%	1,783
Disbursements	Workload	# of Invoices Processed	100,000	78,000	78%	80,000
	Workload	# of Purchase Orders Processed	18,000	16,000	89%	18,000
	Efficiency	Average Invoices/Clerk/Day	96	75	78%	77
	Efficiency	Average Cheques/Clerk/Day	38	35	92%	38
	Efficiency	Discounts Earned	10,000	12,500	125%	5,000
Pensions	Workload	# of Cheques Produced	5,300	5,470	103%	5,600
	Workload	Annual Pension Payments	8,180,000	7,600,000	93%	8,600,000
	Efficiency	# of Cheques/Month/Clerk	220	220	100%	220
	Efficiency	# of Active Members/Clerk	1,865	1,960	105%	2,000
Benefits	Workload	# of Active Employees Covered by Benefit Plans	3,650	4,100	112%	4,100
Grants & Cash Management	Workload	# of Work Days to Prepare Reconciliations	7	7	100%	7
	Efficiency	# of Work Days after Month-end to Produce Solid Waste billings	4	2	50%	2
	Efficiency	% of Water Related Accounts Followed up within 5 days of being Delinquent	100%	85%	85%	90%
	Effectiveness	% of Acc. Outstanding over 90 Days	2.5%	3.8%	152%	2.5%
	Effectiveness	Total Interest Collected on Overdue Accounts	25,000	116,000	464%	100,000
Investments	Effectiveness	Average Rate of Return	7.50%	9.66%	129%	10.00%

Chairman

To act as Chairman of Council and to provide a Regional viewpoint on all important issues.

To provide effective government in an equitable manner through Committee and Council meetings.

To represent and speak on behalf of the Region in dealings with other governments, bodies and persons.

Chief Administrative Officer

To assist Regional Council in the course of its deliberation and to advise on major policy issues.

To provide leadership and sound management for all Regional departments and to co-ordinate joint departmental decisions concerning budgets, delivery of service and other matters of a Regional concern. To provide advice and direction on matters concerning corporate policy, procedures, and administration.

Objectives for 1991:

To review the implementation of changes to the organizational structure of the Airport and Engineering Departments.

To review the possibility of decentralizing Regional Departments for the purpose of better delivery of service to the public and for the purpose of housing Regional Departments.

To continue to develop an "Excellence in Service" Program with Senior Management Team and their departments.

To oversee the Performance Excellence Program and Chairman's Task Force on Affordable Housing.

Internal Audit

Within the Chief Administrative Office is the Internal Audit section. Its purpose is to conduct professional evaluations and make recommendations to ensure that all significant activities are executed in compliance with prescribed policies and procedures, and that they are performed efficiently and effectively.

Objectives for 1991:

To provide areas under review with recommendations which, if implemented, would enhance control, accountability and responsiveness of the Region as a whole.

To act as a resource for all departments in the establishment of sound policy and procedures.

To provide management with information to assist in the control of operations for which it is responsible.

To maintain External Audit fees at an acceptable level through use of Internal Audit resources.

Clerk

To provide secretariat services to Council and its Committees, including preparation, printing and circulation of agendas, minutes, and correspondence.

To provide information to the public, related to Council decisions.

To record decisions, votes, resolutions and proceedings of Council pursuant to Provincial legislation.

To ensure safekeeping of official records, resolutions, by-laws, decisions and proceedings of Council.

Objectives for 1991:

To enhance service to Committees of Council, Councillors, public and staff.

To improve quality of printed material.

To emphasize staff training in particular areas such as parliamentation procedures and convening of meetings.

Legal Services

To provide legal services to Regional Council and Committees, Regional Departments, Regional Transit Companies, Board of Commissioners of Police, Hamilton Region Conservation Authority and Library Board.

Legal services are provided by a combination of inside and outside counsel.

Inside counsel becomes involved in both anticipatory and responsive programs such as:

- * Counselling (general counsel, legislative, analysis, legal audit)
- * Litigation which includes all forms of dispute resolution including claims by and against the Region, prosecutions, arbitrations, etc.
- * Property matters including conveyance of title and ownership investigation, private and public land development.
- * Negotiating, drafting, executing of legal documents such as contracts, by-laws, commercial agreements, etc.

Outside counsel is used for non-insurance litigation files, legal work requiring second or impartial opinion, and expertise or time not available in-house.

Objectives for 1991 include review of the outside counsel program, the records management program and the staffing levels in the department.

Human Resources Centre

To provide the necessary human resources for all Regional and City of Hamilton Departments by co-ordinating internal and external recruitment, negotiating Collective Agreements, interpreting agreements and handling issues relating to complaints, grievances and discipline.

To provide counselling services, training and development for all levels of employees as well as administering the Employment Equity program and an effective safety program.

The objective for 1991 is to ensure that all programs operate efficiently and effectively within the guidelines set by Council and appropriate legislation.

Finance

To provide efficient and effective Resource Management. To supply all financial information and reports on a current and timely basis through effective accounting and financial control systems. To develop financial policy and make recommendations to Council and Management on all financial matters regarding the Region.

Objectives for 1991:

Ensure implementation of all Council decisions and then monitor activities, ensuring these policies are continued on a proper and unbiased basis.

Encourage the use of financial planning to improve the quality and relevance of financial advice to Council.

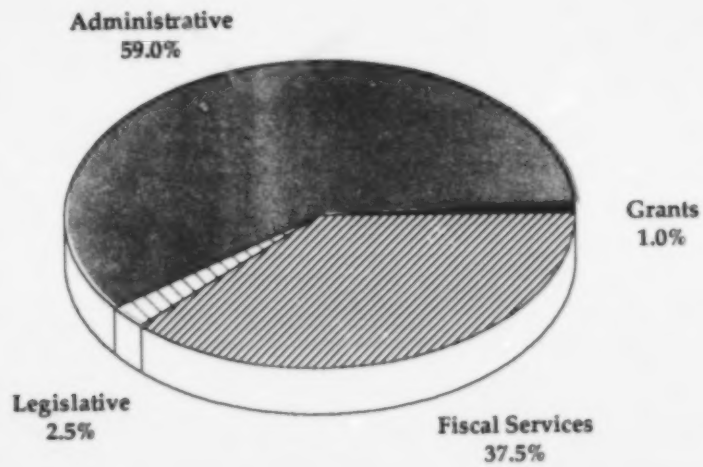
Assist in the integration of financial services on a corporate basis.

The performance measurements for total interest collected on overdue accounts in the cash management area, far exceeded the 1990 target. Two factors have caused a significant increase in interest collected on overdue accounts for 1990. In November 1989, Finance took over responsibility for billings and collections of receivables for the Transit Department. Also, in 1990, due to the depressed economic environment, developers were delayed in making lot levy payments for subdivisions.

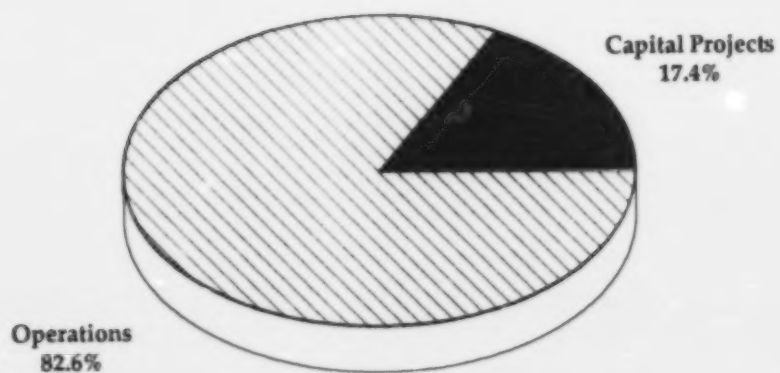
Regional Municipality of Hamilton-Wentworth

	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>BUDGET</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>BUDGET</u>
GROSS EXPENDITURE	\$	\$	\$	\$
Legislative	729	779	748	796
ADMINISTRATIVE DEPARTMENTS				
Chairman	282	373	367	346
Chief Administrative Officer	356	409	388	401
Internal Audit	164	204	197	224
Clerk	1,000	1,074	1,062	1,201
Legal Services	1,397	1,444	1,389	2,109
Human Resources Centre	4,297	4,277	4,024	4,246
Finance	6,530	7,222	7,434	7,827
Systems	2,481	3,181	3,262	3,340
Accommodation	1,792	1,087	1,085	1,136
Charged to Other Functions	(6,887)	(7,007)	(7,418)	(7,589)
	11,412	12,264	11,790	13,241
Debt Charges	2	47	47	51
Capital Projects	325	1,152	1,153	5,281
	11,739	13,463	12,990	18,573
FISCAL SERVICES				
Financial Charges	4,170	4,510	5,465	4,624
Leased Out-Court House	1,117	1,222	1,146	1,157
Contingency Provision	20	1,329	0	5,570
Insurance	1,880	1,736	1,780	2,048
Purchasing	264	298	293	293
Performance Excellence	0	443	257	443
Pay Equity	0	250	250	1,025
Charged To Other Functions	(1,928)	(3,326)	(3,276)	(3,365)
	5,523	6,462	5,915	11,795
GRANTS TO COMMUNITY AGENCIES				
Operations	64	116	102	127
Capital Projects	80	320	300	200
	144	436	402	327
TOTAL CONSOLIDATED EXPENDITURE	18,135	21,140	20,055	31,491
REVENUE				
Regional Levies	8,873	8,883	7,685	13,369
Government Grants - Unconditional	1,674	2,483	1,651	2,724
Government Grants - Specific	21	71	82	164
Fees From Users	2,291	3,990	1,690	1,538
Billings to Area Municipalities	2,286	2,896	2,583	2,657
Financing - Internal Sources	325	1,134	3,623	5,847
Other - Regional Sources	2,665	1,683	2,741	5,192
TOTAL CONSOLIDATED REVENUE	18,135	21,140	20,055	31,491

**GENERAL GOVERNMENT SERVICES
1991 CONSOLIDATED EXPENDITURE
\$31.5 Million**



BY CURRENT AND CAPITAL COMPONENT



Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS EXPENDITURE					
Legislative	796	832	869	908	949
ADMINISTRATIVE DEPARTMENTS					
Chairman	346	362	378	395	413
Chief Administrative Officer	401	419	438	458	478
Internal Audit	224	234	245	256	267
Clerk	1,201	1,255	1,312	1,371	1,432
Legal Services	2,109	2,204	2,303	2,407	2,515
Human Resources Centre	4,246	4,437	4,637	4,845	5,063
Finance	7,827	8,179	8,547	8,932	9,334
Systems	3,340	3,490	3,647	3,811	3,983
Accommodation	1,136	1,187	1,241	3,812	3,872
Charged to Other Functions	(7,589)	(7,931)	(8,287)	(8,660)	(9,050)
	13,241	13,836	14,461	17,627	18,307
Capital Financing	51	47	47	579	659
	13,292	13,883	14,508	18,206	18,966
FISCAL SERVICES					
Financial Charges	4,624	4,832	5,050	5,277	5,514
Leased Out-Court House	1,157	1,209	1,263	1,320	1,380
Contingency Provision	5,570	5,821	6,083	6,356	6,642
Insurance	2,048	2,140	2,236	2,337	2,442
Purchasing	293	306	320	334	349
Performance Excellence	443	463	484	506	528
Pay Equity	1,025	1,071	1,119	1,170	1,222
Charged To Other Functions	(3,365)	(3,516)	(3,675)	(3,840)	(4,013)
	11,795	12,326	12,880	13,460	14,064
GRANTS TO COMMUNITY AGENCIES					
Operations	127	50	50	50	50
Capital Financing	200	200	200	200	200
	327	250	250	250	250
TOTAL GROSS EXPENDITURE	26,210	27,291	28,507	32,824	34,229
REVENUE					
Government Grants - Unconditional	2,724	2,847	2,975	3,109	3,249
Government Grants - Specific	164	171	179	187	196
Fees From Users	1,538	1,607	1,679	1,755	1,834
Billings to Area Municipalities	2,657	2,777	2,902	3,033	3,169
Financing - Internal Sources	566	592	618	646	675
Other - Regional Sources	5,192	5,426	5,670	5,925	6,191
TOTAL REVENUE	12,841	13,420	14,023	14,655	15,314
FUNDED BY TAX LEVY	13,369	13,871	14,484	18,169	18,915
	50.5%	3.8%	4.4%	25.5%	4.1%

GENERAL GOVERNMENT

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$

CAPITAL EXPENDITURE

Development Charge Study	0	0	57	0	0	57
Telephone System	78	10	0	0	0	88
Emergency Communication System	201	84	6,021	812	0	7,120
New Regional Headquarters	5,000	10,902	11,971	13,312	17,341	58,526
Grants to Outside Organizations	200	200	200	200	200	1,000
	<u>5,481</u>	<u>11,196</u>	<u>18,249</u>	<u>14,324</u>	<u>17,541</u>	<u>66,791</u>

CAPITAL FINANCING

Financing - External Sources	4,481	9,793	10,752	11,957	15,575	52,568
Financing - Internal Sources	190	63	3,793	512	0	4,558
Current Contribution	200	200	200	200	200	1,000
Other Revenue	600	1,140	3,504	1,655	1,766	8,665
	<u>5,481</u>	<u>11,196</u>	<u>18,249</u>	<u>14,324</u>	<u>17,541</u>	<u>66,791</u>

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE

Contribution to Capital	200	200	200	200	200	1,000
Debt Charges - Existing	51	47	47	47	51	243
Debt Charges - New	0	0	0	532	608	1,180

TOTAL CAPITAL FINANCING	<u>251</u>	<u>247</u>	<u>247</u>	<u>779</u>	<u>859</u>	<u>2,563</u>
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INCREMENTAL OPERATING COSTS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
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IMPACT ON CURRENT BUDGET	<u>251</u>	<u>247</u>	<u>247</u>	<u>779</u>	<u>859</u>	<u>2,563</u>
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PROTECTION TO PERSONS AND PROPERTY

Service Provided	Category	1990 Selected Performance Indicator	1990 Target	1990 Achieved	% Of Target	1991 Target
POLICE						
Special Services Division	Workload	Intelligence (Charges)	619	389	63%	389
	Workload	Vice (Charges)	957	969	101%	969
	Workload	Drug (Charges)	918	651	71%	651
Crime Stoppers Branch (1)	Effectiveness	Criminal Arrests	120	187	156%	187
	Effectiveness	Cases Cleared	163	330	202%	330
	Effectiveness	Stolen Property Recovered	\$334,400	\$371,040	111%	\$371,040
	Effectiveness	Seizure Of Illicit Drugs	\$549,645	\$253,051	46%	\$253,051
Traffic Division	Workload	Vehicles Stopped Under the Ride Program	51,576	56,985	110%	56,985
Community Services	Workload	School Visits	1,686	1,356	80%	1,356
	Workload	Lectures Presented	2,257	2,543	113%	2,543
	Workload	Students Lectured	52,168	53,962	103%	53,962
	Workload	Public Groups Lectured	361	356	99%	356
	Workload	Public Tours (2)	123	181	147%	181
	Workload	Persons on Tour	2,261	1,814	80%	1,814
	Workload	Neighbourhood Watch Organized	85	80	94%	80

Notes:

1. Crime Stoppers phenomenal success was primarily attributed to greater public participation in the program as demonstrated by a record number of calls made to the Tips telephone line. This public awareness was the result of greater media coverage due to The 11th Annual Crime Stoppers Conference hosted by the Region in September 1990, and increased promotion of the program through the distribution of Crime Stoppers coasters and matches to area night clubs. The creation of a special car unit operated out of Police Central to stop youth gangs breaking into cars resulted in 100/360 cases being cleared.
2. Public tours consists of escorted tours of Police Headquarters and are available to groups on a demand basis. The request for such tours greatly increased as a result of successful marketing campaign of Police Week and Crime Prevention Week, which aids in public awareness and increased public interest.

Police Commission

To provide policing and the maintenance of peace and good order, crime prevention and enforcement of criminal and regulatory laws in the Regional Municipality of Hamilton-Wentworth. Services provided include criminal investigations, traffic control, preventative patrolling and special educational services. A year round marine unit patrols an area in Burlington Bay and Lake Ontario.

Conservation Authorities

To provide environmental protection services as defined in the Conservation Act (Ontario) in all watershed areas within the Region of Hamilton-Wentworth. Specific services include the preservation of nature areas and wildlife, flood control and the provision of recreational facilities through community ponds, reservoir areas and nature trails.

Emergency Services

To ensure through the Emergency Measurers Organization that the full range of emergency planning and preparedness measures are in place to be implemented in the event of a major emergency.

To provide Emergency Phone Line to allow citizens to sue a simple 24-hour phone number to request immediate assistance from any of the following emergency services - police, fire, ambulance.

Grants to Community Agencies

To provide assistance to certain organizations which contribute to the provision of protection to persons and property.

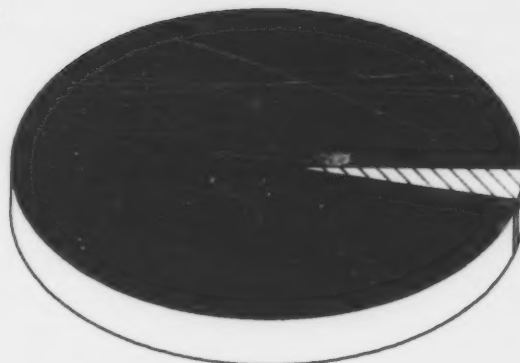
PROTECTION TO PERSONS AND PROPERTY

CONSOLIDATED FINANCIAL STATEMENTS

	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>BUDGET</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>BUDGET</u>
	\$	\$	\$	\$
GROSS EXPENDITURE				
POLICE COMMISSION				
Operations	50,538	56,934	56,435	
Debt Charges	1,316	1,625	1,429	
Capital Projects	900	4,950	1,362	
	52,754	63,509	59,226	
GRANTS TO CONSERVATION AUTHS.				
Hamilton Region Authority	2,049	2,195	2,195	
Grand River Authority	85	88	88	
Halton Region Authority	55	61	61	
Niagara Peninsula Authority	61	75	75	
	2,250	2,419	2,419	
EMERGENCY SERVICES				
Operations	422	307	357	
Debt Charges	0	0	0	
Capital Projects	168	998	705	
	590	1,305	1,062	
GRANTS TO COMMUNITY AGENCIES	44	33	33	
TOTAL CONSOLIDATED EXPENDITURE	55,638	67,266	62,740	
REVENUE				
Regional Levies	38,767	48,150	47,624	
Government Grants - Unconditional	13,979	10,484	10,180	
Government Grants - Specific	145	158	5	
Fees From Users	700	652	723	
Financing - Internal Sources	726	3,164	3,023	
Financing - External Sources	0	2,477	0	
Other - Regional Sources	1,321	2,181	1,185	
TOTAL CONSOLIDATED REVENUE	55,638	67,266	62,740	

**PROTECTION TO PERSONS AND PROPERTY
1991 CONSOLIDATED EXPENDITURE
\$74.7 Million**

**Police Commission
95.7%**

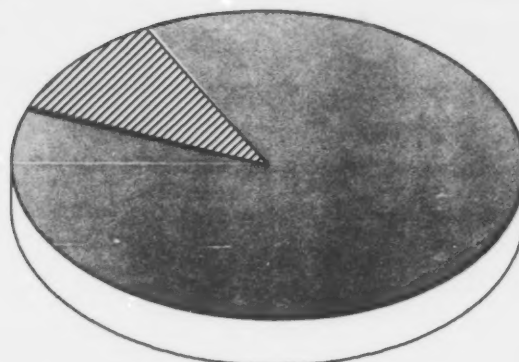


**Conservation
3.4%**

**Emergency Services
0.9%**

BY CURRENT AND CAPITAL COMPONENT

**Capital Projects
11.5%**



**Operations
88.5%**

PROTECTION TO PERSONS AND PROPERTY

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS EXPENDITURE					
POLICE COMMISSION					
Operations	62,116	64,910	67,831	70,883	74,073
Capital Financing	766	2,655	3,431	3,995	3,996
	62,882	67,565	71,262	74,878	78,069
GRANTS TO CONSERVATION AUTHS.					
Hamilton Region Authority	2,281	2,384	2,491	2,603	2,720
Grand River Authority	95	99	104	108	113
Halton Region Authority	62	65	68	71	74
Niagara Peninsula Authority	83	87	91	95	99
	2,521	2,635	2,754	2,877	3,006
EMERGENCY SERVICES					
Operations	645	451	471	492	514
Capital Financing	62	142	142	142	142
	707	593	613	634	656
GRANTS TO COMMUNITY AGENCIES	33	33	33	33	33
TOTAL GROSS EXPENDITURE	66,143	70,826	74,662	78,422	81,764
REVENUES					
Government Grants - Unconditional	10,700	11,182	11,685	12,210	12,760
Government Grants - Specific	3	3	3	3	4
Fees From Users	796	832	869	908	949
Other - Regional Sources	2,131	2,227	2,327	2,432	2,541
TOTAL REVENUE	13,630	14,244	14,884	15,553	16,254
FUNDED BY TAX LEVY	52,513	56,582	59,778	62,869	65,510
% INCREASE	9.1%	7.8%	5.6%	5.2%	4.2%

Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$
CAPITAL EXPENDITURE						
Automated Fingerprint System	469	0	0	0	0	469
Project Constable / CAD	2,906	150	2,500	0	0	5,556
East End Police Station	5,214	1,950	0	0	0	7,164
Land Acquisition For New Facility	0	3,000	0	0	0	3,000
	8,589	5,100	2,500	0	0	16,189

CAPITAL FINANCING

Development Charges	2,502	936	0	0	0	3,438
Financing - Internal Sources	3,375	150	2,500	0	0	6,025
Financing - External Sources	2,712	3,634	0	0	0	6,346
Current Contribution	0	380	0	0	0	380
	8,589	5,100	2,500	0	0	16,189

**SUMMARY OF CURRENT BUDGET
EXPENDITURE RESULTING FROM
CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE

Contribution To Capital	0	380	0	0	0	380
Debt Charges - Existing	690	690	677	616	616	3,289
Debt Charges - New	138	1,727	2,896	3,522	3,522	11,805
TOTAL CAPITAL FINANCING	828	2,797	3,573	4,138	4,138	15,474

INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
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IMPACT ON CURRENT BUDGET	828	2,797	3,573	4,138	4,138	15,474
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TRANSPORTATION SERVICES

Service Provided	Category	1990 Selected Performance Indicator	1990 Target	1990 Achieved	% of Target	1991 Target
ROADWAYS						
Surface Maintenance	Workload	Hand Patching (Tonnes)	1,253	1,283	102%	1,253
	Workload	Patching - Grd. & Rol. (Tonnes)	5,120	8,775	171%	5,119
	Workload	Spray Patching (100 Litres)	1,281	66	5%	1,281
	Workload	Surface Treatment (Square Metres)	464,290	309,026	67%	405,286
	Workload	Supervision Surfaces (Person Hours)	1,476	1,282	87%	2,400
	Workload	Mechanical Sweeping (Km's)	21,310	21,189	99%	22,621
	Workload	Intersection Sweeping (Person Hours)	300	199	66%	316
	Workload	Summer Road Patrol (Person Hours)	276	148	54%	276
Shoulder Maintenance	Workload	Shoulder Sealing (100L)	363	217	60%	504
	Workload	Shouldering (Tonnes)	4,495	6,950	155%	4,495
	Workload	Shoulder Grading (Km's)	1,641	1,221	74%	1,642
	Workload	Spot Shoulder Grading (Person Hours)	80	149	186%	80
	Workload	Spot Shoulder (Person Hours)	361	664	184%	387
	Workload	Shoulder Washouts (Person Hours)	962	924	96%	1,135
Roadside Maintenance	Workload	Supervision Shoulders (Person Hours)	426	437	103%	432
	Workload	Tractor Mowing (Km's)	2,431	3,400	140%	2,631
	Workload	Hand Mow - Scythe (Person Hours)	480	871	181%	480
	Workload	Tree Removal (Tree)	280	217	78%	279
	Workload	Stump Removal (Stump)	120	164	137%	121
	Workload	Brush-cutting (Person Hours)	1,355	823	61%	1,388
Winter Maintenance	Workload	Spot Debris Pickup (Person Hours)	3,069	3,283	107%	3,070
	Workload	Plowing (Km's)	29,602	7,549	26%	29,602
	Workload	Salting Continuous (Km's)	15,296	18,274	119%	16,834
	Workload	Sanding Continuous (Km's)	2,373	978	41%	2,373
	Workload	Snow Fence Up (Metres)	78,600	32,171	41%	47,939

Roadways

To provide planning services for the safe and effective movement of vehicular traffic within the Region by means of arterial roadways and the related traffic control systems. The planning is based on information related to the present and the projected travel needs within the Region.

To implement current programs for the improvement, maintenance and administration of the Regional Road System.

To implement road maintenance programs to reduce the level of deficiency within the Regional Road System. Two major programs have been undertaken by the Region without matching provincial funding. In 1987 the Advance Road Rehabilitation Program and in 1989 the Enhanced Road Program.

Redhill Creek Expressway

To implement the construction of a controlled access roadway connecting Highway 403 in Ancaster to the QEW in the eastern part of the City of Hamilton.

The Province of Ontario has withdrawn its funding of the north-south portion of the Redhill Creek Expressway. Council is pursuing various methods to have funding reinstated, including legal avenues. The Region still has Provincial funding for the east-west portion of the Redhill Creek Expressway.

The 1991-1995 Capital Budget reflects Provincial funding at the original approved amount for both the north-south and east-west portion of the Redhill Creek Expressway.

Recoverable Services

To provide maintenance, reconstruction and local improvement construction services on local roadways which are the responsibility of the area municipality. All associated costs are recovered from the area municipality.

Regional Transit

To operate, through Hamilton Street Railway (H.S.R.), a safe, convenient and efficient public transit service within the urban area of the Region.

To provide, through Canada Coach Lines (C.C.L.), an inter-urban transit system providing transportation services to the residents of the suburban areas of the Region and providing linkages to all adjacent Regions and centres.

The 1991 Budget includes several changes in CCL such as a revised organization structure and related staffing changes. There has been an increase in the line service and chartered tariff rates by 10% to offset declines in ridership. The present fleet has been scaled down as a result of the re-organization.

To provide through the Disabled and Aged Regional Transit System (D.A.R.T.S.), a parallel public transit system to those individuals who are unable to use the regular transit system.

D.A.R.T.S. budget reflects a significant increase for 1991 due to increased cost per trip and an increase in demand for D.A.R.T.S. services. The major objective for 1991 is to eliminate the waiting list for D.A.R.T.S. services.

Regional Airport

To provide the travelling public of the Hamilton-Wentworth Region and adjacent areas with facilities for passenger and freight air transportation services. The Hamilton Civic Airport was assumed from the City of Hamilton in 1986. Administrative and operational expenditures are funded 100% by the Federal Government.

TRANSPORTATION SERVICES

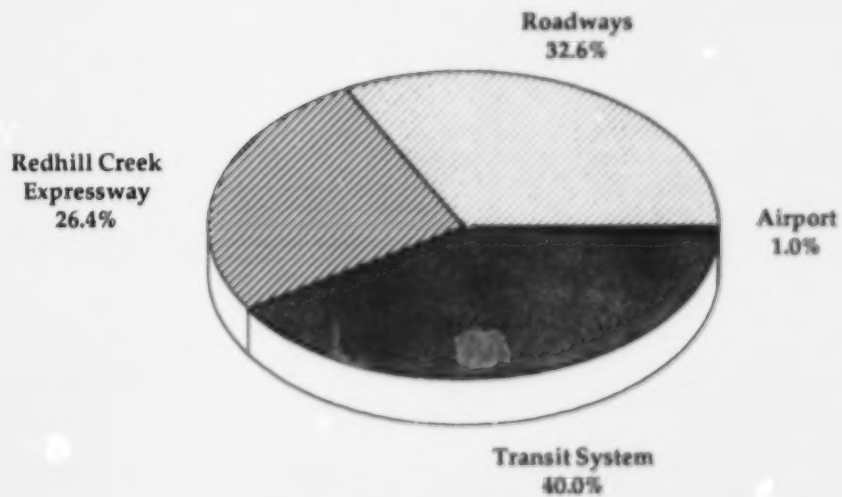
	<u>1989 ACTUAL</u>	<u>1990 BUDGET</u>	<u>1990 ACTUAL</u>	<u>1991 BUDGET</u>
	\$	\$	\$	\$
GROSS EXPENDITURES				
ROADWAYS				
Operations	14,227	13,682	15,522	14,346
Debt Charges	1,324	7,996	6,962	7,985
Capital Financing - Rehabilitation	3,091	3,137	3,137	3,184
Capital Projects	15,878	35,986	30,034	40,933
Transfers Between Functions/Funds	0	(6,088)	(6,127)	(6,166)
	34,520	54,713	49,528	60,282
RED HILL CREEK EXPRESSWAY				
Operations	614	862	750	830
Debt Charges	71	72	72	72
Capital Projects	9,860	34,870	20,745	48,842
Transfers Between Functions/Funds	(614)	(847)	(742)	(830)
	9,931	34,957	20,825	48,914
RECOVERABLE SERVICES				
School Traffic Officers	1,083	1,210	469	0
TRANSIT SYSTEM				
Hamilton Street Railway				
Operations	45,806	48,318	48,057	51,009
Debt Charges	2,060	2,515	2,497	2,567
Capital Projects	19,717	13,531	4,684	7,849
Canada Coach Lines				
Operations	8,138	7,923	7,440	5,534
Debt Charges	562	1,259	1,251	645
Capital Projects	3,479	0	0	0
Disabled and Aged Regional Transit				
Operations	4,114	4,876	4,991	6,239
Travel Forecasting				
Operations	90	121	104	117
	83,966	78,543	69,024	73,960
REGIONAL AIRPORT				
Operations	2,237	1,720	1,886	1,787
Debt Charges	22	20	20	32
Capital Projects	272	2,059	36	108
	2,531	3,799	1,942	1,927
GRANTS TO COMMUNITY AGENCIES	0	10	10	4
TOTAL CONSOLIDATED EXPENDITURE	132,031	173,232	141,798	185,087

Regional Municipality of Hamilton-Wentworth

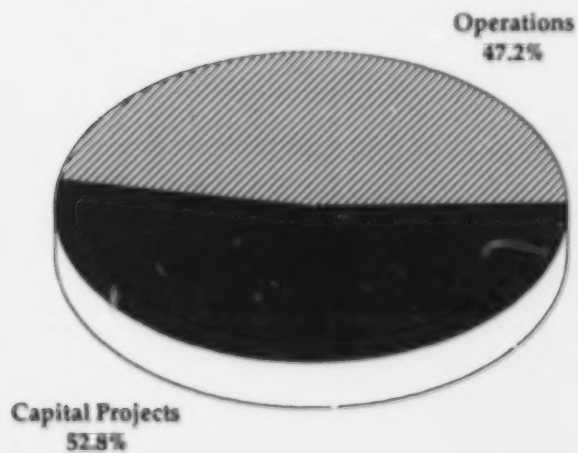
	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>BUDGET</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>BUDGET</u>
	\$	\$	\$	\$
REVENUE				
Regional Levies	34,031	35,789	36,368	39,193
Government Grants - Unconditional	3,674	4,679	4,993	5,124
Government Grants- Ontario Specific	36,035	56,745	42,899	58,739
Government Grants- Federal Specific	833	691	638	777
Fees From Users	30,905	33,566	32,027	31,978
Billings to Area Municipalities	6,246	2,647	2,040	1,753
Financing - External Sources	9,786	21,412	4,825	13,480
Financing - Internal Sources	8,938	12,015	13,860	10,620
Other - Regional Sources	1,583	5,688	4,148	1,423
TOTAL CONSOLIDATED REVENUE	132,031	173,232	141,798	185,087

* The budget includes the gross costs of D.A.R.T.S. which is shown at net cost in financial statements.

**TRANSPORTATION SERVICES
1991 CONSOLIDATED EXPENDITURE
\$185.1 Million**



BY CURRENT AND CAPITAL COMPONENT



Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS EXPENDITURE					
ROADWAYS					
Roadways	1,746	1,825	1,907	1,992	2,082
Road Maintenance	12,600	13,167	13,759	14,379	15,025
Capital Financing	17,180	22,185	22,388	22,182	22,320
Transfers Between Functions/Funds	(6,166)	(6,443)	(6,733)	(7,036)	(7,353)
	<u>25,360</u>	<u>30,734</u>	<u>31,321</u>	<u>31,517</u>	<u>32,074</u>
RED HILL CREEK EXPRESSWAY					
Operations	830	867	906	947	990
Capital Financing	6,616	7,284	7,919	2,955	39
Transfers Between Functions/Funds	(830)	(867)	(906)	(947)	(990)
	<u>6,616</u>	<u>7,284</u>	<u>7,919</u>	<u>2,955</u>	<u>39</u>
TRANSIT SYSTEM					
Hamilton Street Railway					
Operations	51,009	53,304	55,703	58,210	60,829
Capital Financing	2,643	2,779	3,238	3,632	3,810
Canada Coach Lines					
Operations	5,534	5,783	6,043	6,315	6,599
Capital Financing	645	645	645	645	645
Disabled and Aged Regional Transit					
Operations	6,239	6,520	6,813	7,120	7,440
Travel Forecasting					
Operations	117	122	128	134	140
	<u>66,239</u>	<u>69,153</u>	<u>72,570</u>	<u>76,056</u>	<u>79,463</u>
REGIONAL AIRPORT					
Operations	1,787	1,999	2,089	2,183	2,281
Capital Financing	40	45	36	38	39
	<u>1,827</u>	<u>2,044</u>	<u>2,125</u>	<u>2,221</u>	<u>2,320</u>
GRANTS TO COMMUNITY AGENCIES	4	4	4	4	4
TOTAL GROSS EXPENDITURE	<u>100,046</u>	<u>109,219</u>	<u>113,939</u>	<u>112,753</u>	<u>113,900</u>

TRANSPORTATION SERVICES



	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
REVENUE					
Government Grants- Unconditional	5,124	5,355	5,596	5,847	6,110
Government Grants- Ontario Specific	29,835	21,629	22,562	23,549	24,575
Government Grants- Federal Specific	777	812	849	887	927
Fees From Users	31,978	32,209	33,364	34,579	36,157
Billings to Area Municipalities	1,751	1,766	1,844	1,922	2,010
Other - Regional Sources	1,388	6,401	6,165	5,958	5,701
TOTAL REVENUE	60,853	68,172	70,380	72,742	75,480
FUNDED BY TAX LEVY	38,193	41,047	43,559	40,011	38,420
% INCREASE		4.7%	6.1%	-8.1%	-4.0%

* The budget includes the gross costs of D.A.R.T.S. which is shown at net cost in financial statements.



Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$
CAPITAL EXPENDITURE						
Roadways	40,933	25,407	25,456	23,586	19,865	135,247
Red Hill Creek Expressway	48,842	48,891	54,526	36,140	35,417	223,816
Hamilton Street Railway	7,849	12,529	12,102	5,441	13,351	51,272
Airport	108	1,880	3,000	0	0	4,988
	<u>97,732</u>	<u>88,707</u>	<u>95,084</u>	<u>65,167</u>	<u>68,633</u>	<u>415,323</u>

CAPITAL FINANCING

Grants & Subsidies	38,904	45,087	48,219	28,915	32,279	193,404
Financing - External Sources	13,480	9,347	5,512	728	1,719	30,786
Financing - Internal Sources	10,008	6,317	8,851	13,989	13,824	52,989
Current Contribution	12,688	13,409	14,234	9,518	6,823	56,672
Development Charge Contribution	20,612	12,389	14,973	11,722	13,675	73,371
Other Revenue	2,040	2,158	3,295	295	313	8,101
	<u>97,732</u>	<u>88,707</u>	<u>95,084</u>	<u>65,167</u>	<u>68,633</u>	<u>415,323</u>

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

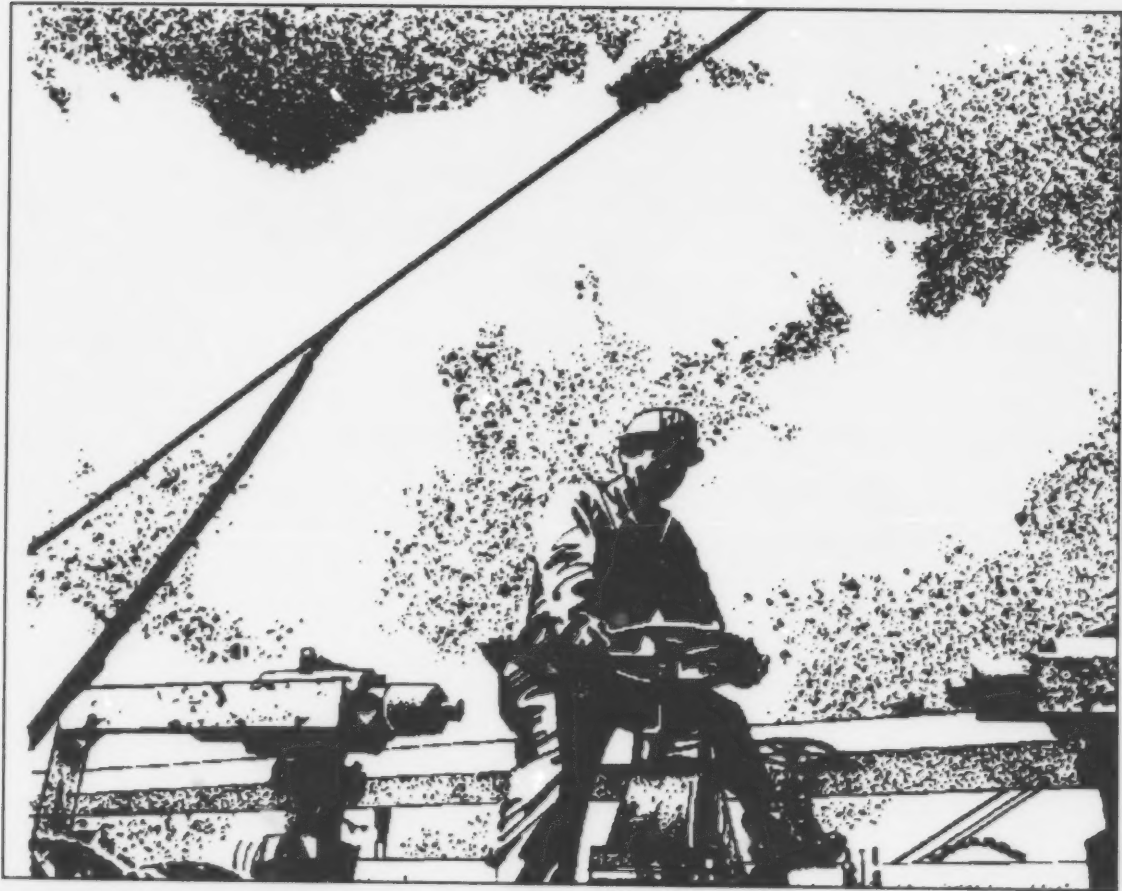
CAPITAL FINANCING EXPENDITURE

Contribution to Capital	12,688	13,409	14,234	9,518	6,823	56,672
Debt Charges - Existing	11,304	11,237	11,182	10,670	10,528	54,921
Debt Charges - New	0	4,375	4,834	5,229	5,406	19,844
Contribution - Rehabilitation*	3,184	3,917	3,976	4,035	4,096	19,208
TOTAL CAPITAL FINANCING	<u>27,176</u>	<u>32,938</u>	<u>34,226</u>	<u>29,452</u>	<u>26,853</u>	<u>150,643</u>

INCREMENTAL OPERATING COSTS	86	(24)	(27)	(32)	(51)	(48)
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IMPACT ON CURRENT BUDGET	<u>27,262</u>	<u>32,914</u>	<u>34,199</u>	<u>29,420</u>	<u>26,802</u>	<u>150,597</u>
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* To establish a Reserve to assist repayment of debt charges generated by the external funding of the Rehabilitation Program. Debt charges are met from the Reserve.



ENVIRONMENTAL SERVICES

Services Provided	Category	1990 Selected Performance Indicators	1990 Target	1990 Achieved	% of Target	1991 Target
Solid Waste	Efficiency	Disposal Site-Glanbrook (Tonnes Processed)	225,000	220,000	98%	218,000
	Efficiency	S.W.A.R.U.(Tonnes Incinerated)	90,000	87,000	97%	100,000
	Efficiency	Recyclable Collections	21,000	18,000	86%	25,000
Waterworks	Workload	Watermain Repairs(No.)	480	450	94%	480
	Workload	Valve Maintenance(No.)	11,811	13,363	113%	11,820
	Workload	Hydrant Maintenance(No.)	21,749	17,126	79%	21,759
	Workload	Private Service Maintenance(No.) (1)	9,924	13,528	136%	9,932
	Workload	System Maintenance(No.)	11,221	13,548	121%	11,221
Sanitary Sewers	Efficiency	Sewer Cleaning(\$/Metre) (2)	0.65	0.63	97%	0.65
	Workload	Sewer Inspection(metres)	660,140	719,259	109%	660,000
	Workload	Combined Sewer Maintenance(metres)	850,538	922,529	108%	850,527
Storm Sewers	Efficiency	Sewer Cleaning(\$/Metre)	1.50	1.88	125%	1.53
	Workload	Sewer Inspection(metres)	323,800	397,267	123%	323,800
	Workload	Manhole Repairs(No.) (3)	35	74	211%	35
	Workload	Inlet/Outlet Maintenance(No.)	760	943	124%	760

1. The increased maintenance reflects the higher than anticipated number of housing starts in 1990 and the implementation of the Water Demand Control Strategy.
2. The increased cost per metre reflects a special project to flush sewers around the Upper Paradise construction project to prepare for camera inspections of the sewers.
3. The increased repairs reflects the higher than anticipated number of complaints by motorists.

Sanitary Sewer System

To provide and maintain a system for the collection and treatment of domestic, commercial and industrial sanitary sewage to meet the effluent quality standards established by the Ministry of the Environment, and the uninterrupted operation of the gravity sewer collection system, sewage pumping stations and three sewage treatment plants.

Water Works System

To continuously supply quality potable water to domestic, commercial and industrial consumers in sufficient quantity and at adequate pressure to satisfy user needs. The system consists of a water treatment plant, wells, booster pumping stations, reservoirs and distribution watermains.

Objectives for 1991:

To meet or exceed water quality objectives for drinking water as established by the Ministry of Environment and Environment Canada.

To maintain a normal operating water pressure in the distribution system.

To store sufficient water to supply water to the customer for 24 hours without electrical power.

Storm Sewers - Hamilton

To provide the City of Hamilton with a Storm Management System to convey storm water to natural waterways with the objective to establish separate storm and sanitary systems, minimize flooding and provide continuous uninterrupted operation of the gravity of storm sewer system.

Solid Waste

To provide Solid Waste Management System facilities and services for the processing and disposal of acceptable solid waste generated within the Region of Hamilton-Wentworth. Activities involved include the provision of landfill sites, transfer stations, planning, development and maintenance of facilities and equipment, environmental monitoring and efficient resource recovery programs.

**P.A.R.C.I.L.
(Parcel Related Computer Info. Library)**

To develop a computer system that contains, in digital form, all geographically referenced data that is currently resident in the user departments in mostly a manual format. The strength of the system is that this information is then available to all users across the system.

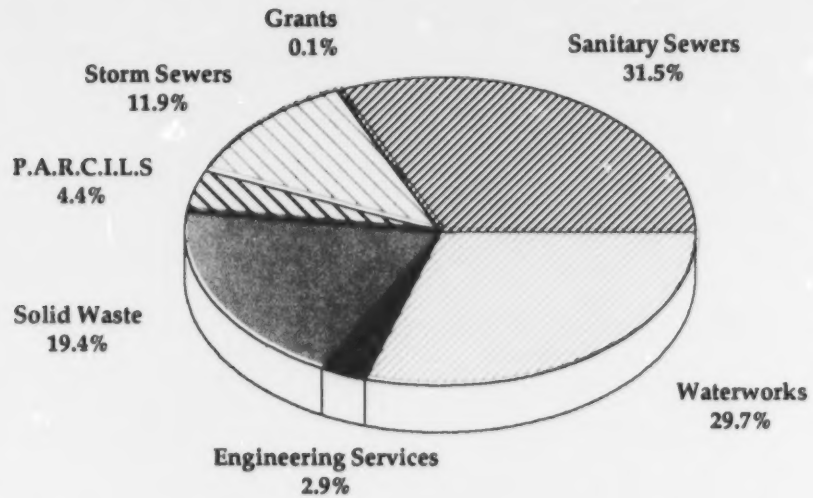
ENVIRONMENTAL SERVICES

	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>BUDGET</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>BUDGET</u>
	\$	\$	\$	\$
GROSS EXPENDITURE				
SANITARY SEWERS				
Operations	14,707	14,170	15,824	15,863
Debt Charges	7,327	7,500	7,377	7,328
Capital Projects	10,431	29,995	13,006	29,888
Transfers Between Functions\Funds	(487)	(332)	(309)	(345)
	31,978	51,333	35,898	52,714
WATERWORKS SYSTEM				
Operations	14,977	15,737	16,952	16,187
Debt Charges	6,754	6,974	6,914	6,977
Capital Projects	7,670	15,596	7,496	27,209
Transfers Between Functions\Funds	(465)	0	(437)	(642)
	28,936	38,307	30,925	49,731
STORM SEWER SYSTEM				
Operations	1,034	1,211	1,603	1,461
Debt Charges	1,900	2,833	2,738	2,959
Capital Projects	10,143	16,367	12,678	15,430
	13,077	20,411	17,019	19,850
SOLID WASTE SYSTEM				
Operations	13,520	20,161	18,051	20,565
Debt Charges	1,250	1,252	1,249	758
Capital Projects	552	9,816	3,947	11,170
Transfers Between Functions\Funds	0	(92)	(92)	(97)
	15,322	31,137	23,155	32,396
P.A.R.C.I.L.S				
Operations	0	0	0	765
Debt Charges	0	0	0	0
Capital Projects	0	211	302	6,760
Transfers Between Functions\Funds	0	0	0	(137)
	0	211	302	7,388
POLLUTION CONTROL				
Operations	1,472	1,459	1,641	1,901
Transfers Between Functions\Funds	(1,335)	(1,425)	(1,498)	(1,856)
	137	34	143	45
ENGINEERING SERVICES				
Operations	7,031	14,062	14,955	14,730
Transfers Between Functions\Funds	(4,831)	(9,572)	(10,023)	(9,835)
	2,200	4,490	4,932	4,895
GRANTS TO COMMUNITY AGENCIES				
Operations	76	56	133	184
TOTAL CONSOLIDATED EXPENDITURE	91,726	145,979	112,507	167,223

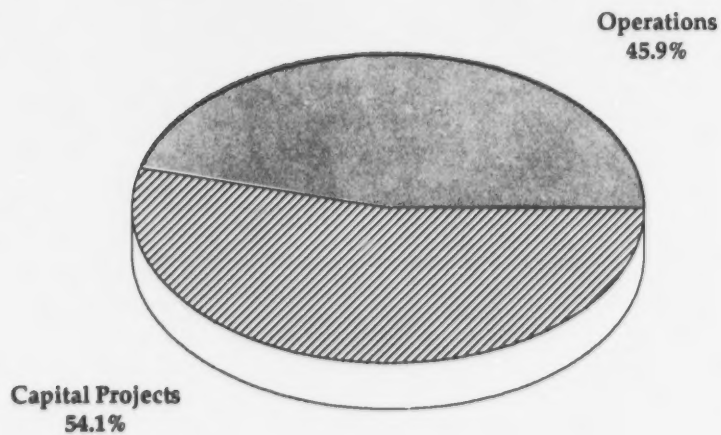
Regional Municipality of Hamilton-Wentworth

	<u>1989</u> <u>ACTUAL</u>	<u>1990</u> <u>BUDGET</u>	<u>1990</u> <u>ACTUAL</u>	<u>1991</u> <u>BUDGET</u>
	\$	\$	\$	\$
REVENUE				
Regional Levies	10,818	12,061	11,885	12,537
Government Grants - Unconditional	3,766	4,000	4,209	4,158
Government Grants - Specific	571	8,406	2,764	6,083
Direct Billings Rate	46,036	44,483	48,424	47,675
Fees From Users	9,496	19,512	14,721	18,740
Billings to Area Municipalities	4,361	4,654	5,771	10,220
Financing - Internal Sources	6,892	28,231	7,760	33,970
Financing - External Sources	9,424	16,215	8,041	29,498
Other - Regional Sources	362	8,417	8,932	4,342
TOTAL CONSOLIDATED REVENUE	91,726	145,979	112,507	167,223

**ENVIRONMENTAL SERVICES
1991 CONSOLIDATED EXPENDITURE
\$167.2 Million**



BY CURRENT AND CAPITAL COMPONENT



Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS EXPENDITURE					
SANITARY SEWER SYSTEM					
Operations	15,863	16,656	17,489	18,363	19,281
Capital Financing	14,682	15,134	15,516	16,169	16,639
Transfers Between Functions\Funds	(345)	(361)	(377)	(394)	(411)
	30,200	31,429	32,628	34,138	35,509
WATERWORKS SYSTEM					
Operations	16,187	16,996	17,846	18,738	19,675
Capital Financing	11,521	14,211	14,789	15,385	16,016
Transfers Between Functions\Funds	(642)	(671)	(701)	(733)	(766)
	29,088	30,536	31,934	33,390	34,925
STORM SEWER SYSTEM					
Operations	1,461	1,534	1,611	1,691	1,776
Capital Financing	3,775	6,632	7,577	8,699	9,984
	7,236	8,166	9,188	10,390	11,760
SOLID WASTE SYSTEM					
Operations	21,465	21,241	21,974	22,852	23,572
Capital Financing	758	715	640	451	451
Transfers Between Functions\Funds	(97)	(101)	(106)	(111)	(116)
	21,326	21,855	22,508	23,192	23,907
PARCELS					
Operations	766	659	0	0	0
Capital Financing	0	0	0	0	0
Transfers Between Functions\Funds	(137)	(143)	0	0	0
	629	516	0	0	0
POLLUTION CONTROL					
Operations	1,901	1,987	2,076	2,169	2,267
Transfers Between Functions\Funds	(1,856)	(1,940)	(2,027)	(2,118)	(2,213)
	45	47	49	51	54
ENGINEERING SERVICES					
Operations	14,710	15,390	16,080	16,800	17,560
Transfers Between Functions\Funds	(4,675)	(4,890)	(5,110)	(5,340)	(5,580)
	10,035	10,500	10,970	11,460	11,980
GRANTS TO COMMUNITY AGENCIES					
Operations	184	192	201	210	219
TOTAL GROSS EXPENDITURE	<u>98,602</u>	<u>103,241</u>	<u>107,478</u>	<u>112,831</u>	<u>118,354</u>

ENVIRONMENTAL SERVICES

FIVE-YEAR CURRENT REVENUE FORECAST (1991)

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
REVENUE					
Government Grants - Unconditional	4,158	4,345	4,541	4,745	4,958
Government Grants - Specific	157	164	171	179	187
Direct Billings Rate	47,675	50,458	53,126	55,996	58,940
Fees From Users	18,740	18,828	18,755	19,169	97,469
Billings to Area Municipalities	7,899	8,223	8,335	8,710	9,102
Financing - Internal Sources	7,039	7,356	7,687	8,033	8,394
Other - Regional Sources	457	372	389	406	425
TOTAL REVENUE	86,125	89,746	93,004	97,237	101,475
FUNDED BY TAX LEVY	12,537	13,495	14,474	15,596	16,879
% INCREASE	3.9%	7.6%	7.3%	7.7%	8.2%

Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>Total</u>
	\$	\$	\$	\$	\$	\$
CAPITAL EXPENDITURE						
P.A.R.C.I.L.S.	6,760	2,118	0	0	0	8,878
SOLID WASTE	11,170	10,648	810	847	1,340	24,815
WATERWORKS	27,209	19,813	16,557	17,459	16,255	97,293
SANITARY SEWERS	29,888	24,014	21,763	13,920	14,750	104,335
STORM SEWERS	15,430	16,156	17,088	13,211	14,594	76,479
	<u>90,457</u>	<u>72,749</u>	<u>56,218</u>	<u>45,437</u>	<u>46,939</u>	<u>311,800</u>

CAPITAL FINANCING

Grants & Subsidies	5,926	7,544	5,941	836	1,248	21,495
Financing - Internal Sources	27,567	26,834	19,786	16,522	13,571	104,280
Current Contribution	16,736	16,179	17,715	17,120	17,411	85,161
Development Charge Contribution	20,079	10,567	7,758	5,613	3,661	47,678
Financing - External Sources	3,608	655	100	0	2,000	6,363
Services Provided to Other Municipalities	2,321	688	0	0	0	3,009
Future Contributions	4,524	1,430	0	0	0	5,954
Locals - Owner's Share	5,811	6,114	4,697	4,999	5,896	27,517
Other Revenue	3,885	2,738	221	347	3,152	10,343
	<u>90,457</u>	<u>72,749</u>	<u>56,218</u>	<u>45,437</u>	<u>46,939</u>	<u>311,800</u>

**SUMMARY OF CURRENT BUDGET
EXPENDITURE RESULTING FROM
CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE

Contribution to Capital	16,736	16,179	17,715	17,120	17,411	85,161
Debt Charges - Existing	18,022	17,679	16,115	14,476	12,481	78,773
Debt Charges - New	0	2,834	4,692	6,321	8,122	21,969
TOTAL CAPITAL FINANCING	<u>34,758</u>	<u>36,692</u>	<u>38,522</u>	<u>37,917</u>	<u>38,014</u>	<u>185,903</u>

INCREMENTAL OPERATING COSTS	0	707	696	184	189	1,776
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IMPACT ON CURRENT BUDGET	<u>34,758</u>	<u>37,399</u>	<u>39,218</u>	<u>38,101</u>	<u>38,203</u>	<u>187,679</u>
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HEALTH SERVICES

PERFORMANCE MEASUREMENTS

Service Provided	Category	1990 Selected Performance Indicator	1990 Target	1990 Achieved	% of Target	1991 Target
REGIONAL HEALTH						
General Nursing	Workload	Preschool Hours	850	850	100%	1,200
	Workload	School Hours	28,000	22,000	79%	24,000
	Workload	Home Visiting & Counselling (Hours)	80,000	50,000	63%	50,000
	Workload	Hospital Liason (Hours)	20,000	20,000	100%	20,000
	Workload	Community Agency Liason (Hours)	14,000	16,626	119%	16,000
	Workload	Teaching Students (Hours)	520	1,460	281%	1,400
	Workload	Group Activities in Community (Hours)	11,500	11,500	100%	11,500
	Workload	Immunization - School Pupils (Hours)	76,000	76,000	100%	78,000
	Workload	New Referral (Clients)	34,000	34,000	100%	delete
	Workload	Pediculosis - # Screened (Clients)	62,000	48,000	77%	45,000
	Workload	Lodging Homes - Inspections (Visits)	250	246	98%	250
	Workload	- Follow-up	350	430	123%	430
Prenatal Classes	Workload	# of Early Pregnancy Classes	15	15	100%	15
	Workload	# of Single Mother Prenatal Classes	150	145	97%	145
	Effectiveness	# of Attendees	120	120	100%	120
	Effectiveness	# of Attendees	700	750	107%	750
Home Care	Workload	# of Visits	4,500	4,500	100%	4,500
General Inspection	Workload	# of Inspections	44,250	46,000	104%	45,000
	Workload	# of Work Orders Requested	3,100	3,100	100%	3,100
	Workload	MOE Inspections	2,650	2,700	102%	2,550
Family Planning	Workload	Attendance at Sessions	5,299	5,400	102%	5,700
	Workload	Clients Visits	4,006	4,200	105%	4,400
	Workload	Telephone Calls	6,749	7,500	111%	7,300
	Workload	Number of Contacts	242	250	103%	270
	Workload	Number of Group Sessions	339	350	103%	400
Community Mental	Workload	Counselling/Treatment	36	59	164%	36
Health Promotion	Workload	Case Management	45	42	93%	45

Regional Health Services

To fulfil, at the direction of Regional Council, the requirements of The Health Protection and Promotion Act, 1983 and other relevant legislation, and to provide services in the areas of community health protection, control of communicable diseases, preventive dentistry, family health, home care, nutrition and public health education.

Nursing Services

To provide consultation and education to promote health and disease prevention in various locations throughout the Region, including homes, schools, hospitals, physicians' offices, community clinics and district offices, and to provide professional nursing services and supportive counselling for the sick, disabled and their families.

The performance target for teaching students in the nursing section was exceeded in 1990 due to improved data recording methods. Improved timekeeping forms allow for better control of hours spent on this activity.

Health Inspection Services

To provide an effective inspection program which will ensure a reasonable and safe environment for all residents of Hamilton-Wentworth through the monitoring of private sewage disposal systems, the inspection of food and other premises and the investigation and response to complaints of health nuisances.

Child and Adolescent Services

To provide a wide range of treatment services including family therapy, play therapy, individual therapy, group therapy, speech therapy and assessments for Unified Family Court.

Preventive Dentistry

To promote dental prevention among school children and other community groups and to provide free basic dental treatment to children of low income families.

Family Planning Program

To offer counselling, information and clinic services on sexuality and birth control. To reduce the incidence of sexually transmitted diseases and the number of unwanted pregnancies.

Nutrition Program

To advance the knowledge and practice of nutrition within the Region for the betterment of health through consultation, seminars, workshops and resource material. To assist in school curriculum development and support implementation of effective nutrition education program for school-aged children and adolescents.

Other Programs

To provide programs such as Alcohol and Drug Assessment Services, Teaching Health Unit Project (affiliated with McMaster University), Community Mental Health Promotion and Communicable Disease Control. Prevention Network Project directed at youths ages 13-19 and Health Promotion - English as a Second Language (ESL) for immigrants involved in English as a second language courses.

The performance target for Community Mental Health Promotion was exceeded in 1990 due to an increase in ongoing management/maintenance of patients. Also, staff complement has increased which allowed for a greater number of new patients.

The target for 1991 is the same as the 1990 target due to an increased level of service to be provided as a result of Provincially mandated programs.

Hospitals and Grants to Community Agencies

To provide capital funding to the five area municipalities and to provide assistance to certain health agencies.

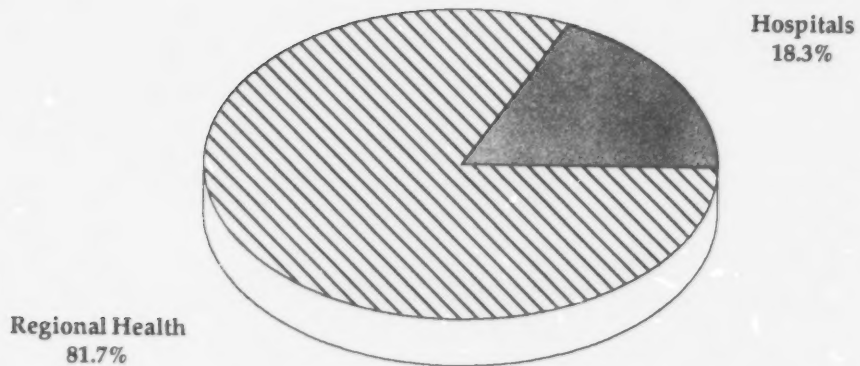
The five area hospitals are Chedoke-McMaster, Hamilton Civic General, St. Joseph's, St. Joseph's Ambulatory Centre and St. Peter's Centre. The hospital capital grants were required for construction of new facilities and renovations and expansion of existing facilities.

HEALTH SERVICES

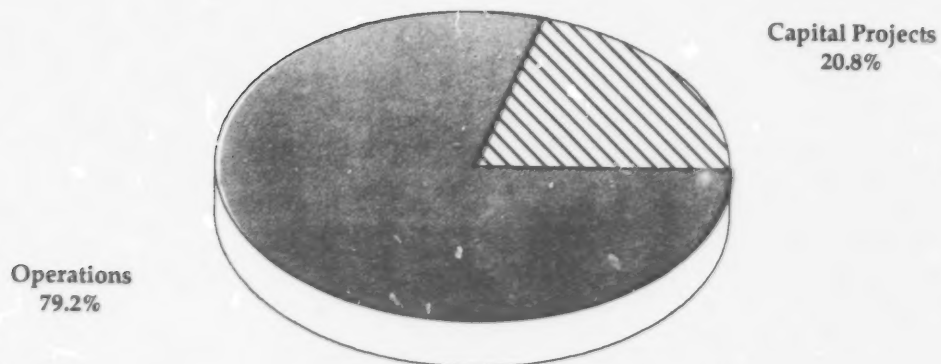
CONSOLIDATED EXPENDITURE AND REVENUE

	<u>1989 ACTUAL</u>	<u>1990 BUDGET</u>	<u>1990 ACTUAL</u>	<u>1991 BUDGET</u>
	\$	\$	\$	\$
GROSS EXPENDITURE				
REGIONAL HEALTH SERVICES				
Administrative	1,478	1,688	1,529	1,881
Family Planning Program	603	688	689	717
Inspection Services	1,563	2,066	1,672	2,103
Instructional Services	537	671	906	817
Nursing Services	5,198	6,464	6,321	6,337
Nutrition Program	257	804	560	818
Preventive Dentistry	822	1,014	936	1,919
Child and Adolescent Services	1,076	1,611	1,624	1,880
Other Programs	458	567	630	871
	11,992	15,573	14,867	22,566
Debt Charges	0	0	0	0
Capital Projects	0	2,676	630	2,787
	11,992	18,249	15,497	25,353
HOSPITALS				
Debt Charges	1,636	1,625	1,621	1,814
Capital Projects	4,610	5,860	3,322	2,981
	6,246	7,485	4,943	4,795
GRANTS TO COMMUNITY AGENCIES				
Community Health	11	18	18	18
TOTAL CONSOLIDATED EXPENDITURE	18,249	25,752	20,458	22,816
REVENUE				
Regional Levies	3,631	4,503	4,065	4,763
Government Grants - Unconditional	686	918	869	767
Government Grants - Specific	9,267	11,652	11,157	13,002
Fees From Users	368	444	387	447
Financing - Internal Sources	0	2,520	1,372	217
Financing - External Sources	3,977	5,063	2,513	4,300
Other - Regional Sources	320	652	95	102
TOTAL CONSOLIDATED REVENUE	18,249	25,752	20,458	22,816

**HEALTH SERVICES
1991 CONSOLIDATED EXPENDITURE
\$22.8 Million**



BY CURRENT AND CAPITAL COMPONENT



HEALTH SERVICES**FIVE-YEAR COMPARISON OF REVENUE AND EXPENDITURE**

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS EXPENDITURE					
REGIONAL HEALTH SERVICES					
Administrative	1,883	1,968	2,057	2,150	2,247
Family Planning Program	717	749	783	818	855
Inspection Services	2,105	2,200	2,299	2,402	2,510
Instructional Services	937	979	1,023	1,069	1,117
Nursing Services	6,551	6,846	7,154	7,476	7,812
Nutrition Program	518	855	893	933	975
Preventive Dentistry	1,019	1,065	1,113	1,163	1,215
Child and Adolescent Services	1,682	1,758	1,837	1,920	2,006
Other Programs	653	682	713	745	779
	16,365	17,102	17,872	18,676	19,516
Capital Financing	72	332	364	364	364
	16,437	17,434	18,236	19,040	19,880
HOSPITALS					
Capital Financing	1,624	784	784	684	484
GRANTS TO COMMUNITY AGENCIES					
Community Health	18	18	18	18	18
TOTAL GROSS EXPENDITURE	18,079	18,236	19,038	19,742	20,382
REVENUE					
Government Grants - Unconditional	767	802	838	875	915
Government Grants - Specific	13,003	13,587	14,199	14,837	15,505
Fees From Users	143	465	486	508	531
Other - Regional Sources	102	107	111	116	122
TOTAL REVENUE	14,116	14,961	15,634	16,336	17,073
FUNDED BY TAX LEVY	3,763	3,275	3,404	3,406	3,309
% INCREASE	-16.4%	-12.9%	3.9%	0.0%	-2.8%

Regional Municipality of Hamilton-Wentworth

FIVE-YEAR CAPITAL BUDGET - HOSPITALS
(000's)

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$
HOSPITALS						
CAPITAL EXPENDITURE						
Grants to Area Hospitals	2,550	1,950	2,250	2,150	0	8,900
	2,550	1,950	2,250	2,150	0	8,900
CAPITAL FINANCING						
Current Contribution	0	0	0	0	0	0
Financing - Internal Sources	0	0	0	0	0	0
Debenture Proceeds and Other *	2,550	1,950	2,250	2,150	0	8,900
	2,550	1,950	2,250	2,150	0	8,900
SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET						
CAPITAL FINANCING EXPENDITURE						
Contribution from Capital	(2)	(842)	(842)	(660)	(578)	(2,924)
Debt charges - Existing	1,626	1,626	1,626	1,344	1,062	7,284
TOTAL CAPITAL FINANCING	1,624	784	784	684	484	4,360
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	1,624	784	784	684	484	4,360

* Debentures were issued in 1985

HEALTH SERVICES

	1991	1992	1993	1994	1995	TOTAL
	\$	\$	\$	\$	\$	\$
CAPITAL EXPENDITURE						
New Site - East Mountain	1,096	0	0	0	0	1,096
St. Joseph's Ambulatory Centre	191	212	0	0	0	403
	2,187	212	0	0	0	2,399

CAPITAL FINANCING

Grants and Subsidies	122	0	0	0	0	122
Financing - External Sources	1,950	0	0	0	0	1,950
Financing - Internal Sources	77	212	0	0	0	289
Other Revenue	38	0	0	0	0	38
	2,187	212	0	0	0	2,399

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING

Debt Charges - Existing	72	72	72	72
Debt Charges - New	260	292	292	292

TOTAL CAPITAL FINANCING	332	364	364	364
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INCREMENTAL OPERATING COSTS	83	0	0	0
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IMPACT ON CURRENT BUDGET	415	364	364	364
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SOCIAL AND FAMILY SERVICES

PERFORMANCE STANDARDS

Service Provided	Category	1990 Selected Performance Indicator	1990 Target	1990 Achieved	% of Target	1991 Target
GENERAL ASSISTANCE						
Income Maintenance	Workload	Complaints Investigated	2,000	2,080	104%	2,000
	Workload	Accident Agreements Completed	100	133	133%	50
	Workload	C.P.P. Assignments	100	147	147%	135
	Efficiency	Fraud Charges Laid	75	94	125%	90
	Effectiveness	Dollars Returned	60,000	42,294	70%	50,000
Employment Services	Workload	Total # of Referrals	250	280	112%	300
	Workload	# of Interviews Scheduled	125	100	80%	300
	Workload	Referred to More Appropriate Program	50	20	40%	25
	Workload	Total # of Actual Starts	75	30	40%	50
	Effectiveness	Graduated to Other Skills Program	25	25	100%	30
	Effectiveness	Total # Employed Full-time	25	10	40%	15
Youth Employment	Effectiveness	Total # Employed Part-time	5	5	100%	15
	Workload	Total # of Referrals	2,000	1,176	59%	1,500
	Workload	# of Clients Served	900	572	64%	650
	Workload	# of Employment Plans Developed	600	422	70%	600
	Workload	# of Interviews conducted	2,200	1,528	69%	1,800
	Effectiveness	# Who Commenced Full-time Emp.	225	113	50%	130
	Effectiveness	# Who Commenced Part-time Emp.	30	34	113%	40
	Workload	Skill Training	75	53	71%	60
	Workload	Academic Upgrading	50	46	92%	55
	Workload	Pre-employment Life Skills	48	32	67%	50
Job Development	Workload	Total # of Referrals	1,500	799	53%	900
	Workload	# of Interviews Conducted	1,500	1,108	74%	1,500
	Effectiveness	# Placed in Full-time Employment	380	114	30%	130
	Effectiveness	# Placed in Part-time Employment	100	35	35%	40
Helping Hands	Workload	Total # of Service Hours	30,800	30,800	100%	36,000
	Workload	Jobs Completed - Elderly	4,000	5,000	125%	5,500
	Workload	Jobs Completed - Disabled	1,500	1,120	75%	1,200
	Workload	Total Number of New Employees	50	25	50%	30
Employment Support	Workload	Total # of Clients Served	1,000	849	85%	850
	Effectiveness	# Who Commenced Full-time Emp.	150	55	37%	125
	Effectiveness	# Who Commenced Part-time Emp.	50	24	48%	40
	Effectiveness	# Who Commenced Paid Training	40	136	340%	150
	Effectiveness	# Who Commenced Academic Upgrading	200	194	97%	200
	Effectiveness	# Who Commenced Active Job Search	450	642	143%	650
Municipal Employment Project	Workload	Total # of Interviews Conducted	2,750	2,584	94%	2,800
	Effectiveness	# Who Commenced Full-time Emp.	310	220	71%	250
	Effectiveness	# Who Commenced Part-time Emp.	30	39	130%	50
	Effectiveness	# Who Commenced Skill Training	38	41	108%	60
	Effectiveness	# Who Commenced Academic Upgrading	23	34	148%	40

HISTORICAL DATA

		1987	1988	1989	1990
GWA	Number of Clients	73,000	66,615	64,632	98,687

General Assistance

To provide assistance to clients under the provision of the General Welfare Assistance Act, either directly or by referral to appropriate agencies and organizations; to assist G.W.A. clients to find suitable employment and/or undertake training.

To provide permissive services allowable under the General Welfare Assistance Act to persons in receipt of social assistance and to low-income earners.

To provide residential services mandatory under the General Welfare Assistance Act through the purchase of service contracts with hostels and lodging homes.

To provide counselling service for G.W.A. clients, Family Benefit clients and the working poor through purchase of service contracts with local non-profit counselling agencies.

To provide subsidized care through homemakers and nurses service centres and directly through casual homemakers under the Homemakers and Nurses Services Act.

To support and encourage interaction and co-operation among agencies and organizations providing social services within the Region as well as developing and maintaining programs, projects and research to better the social fabric.

In 1991, the caseload for General Welfare Assistance Programs is expected to increase to 134,958 cases or 84.27% over 1990 Budget. The G.W.A. Program is affected by changes to the Federal Unemployment Insurance Act, projected increases in the Support to Employment Program in 1991, the downturn in both the Provincial and local economies and the legislated 7% increase in G.W.A. rates effective January 1, 1991.

Several of the performance measurements for employment and job development programs were below target for 1990. Due to the slow economic environment, fewer individuals found employment. Many people pursued training programs and as a result, performance measurements for training exceeded target in 1990.

Assistance To Aged Persons

To provide home and community support services to the low-income, elderly, and handicapped, who require home support services in order to remain at home instead of institutional care.

To provide a safe, comfortable and health environment for elderly residents to live life at an optimum level in the Region's tow Homes for the Aged - Macassa Lodge and Wentworth Lodge.

Day Care

To provide Day Care services in accordance with the Day Nurseries Act through purchase of services, licensed nurseries, subsidized private home day care and a direct day care service that includes handicapped children.

To participate in community committees such as Community Child Abuse Committee.

Grants to Community Agencies

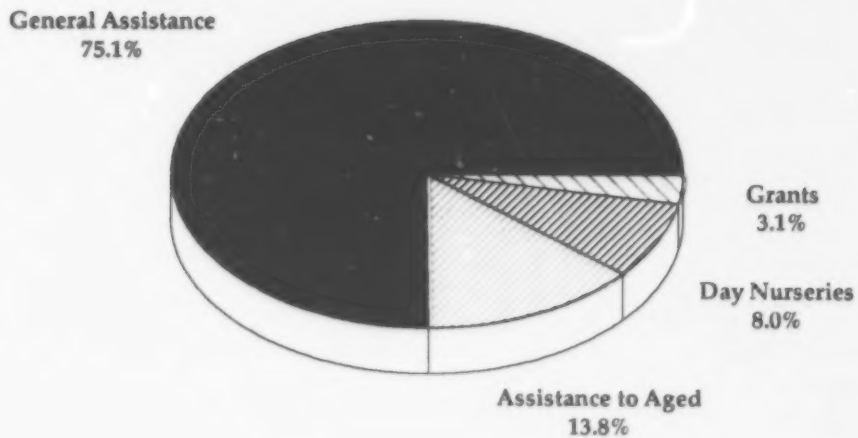
To provide financial assistance to the Children's Aid Society, and the Catholic Children's Aid Society, in accordance with Provincial Legislation.

To provide assistance to other community groups and organizations providing community social services within the Region.

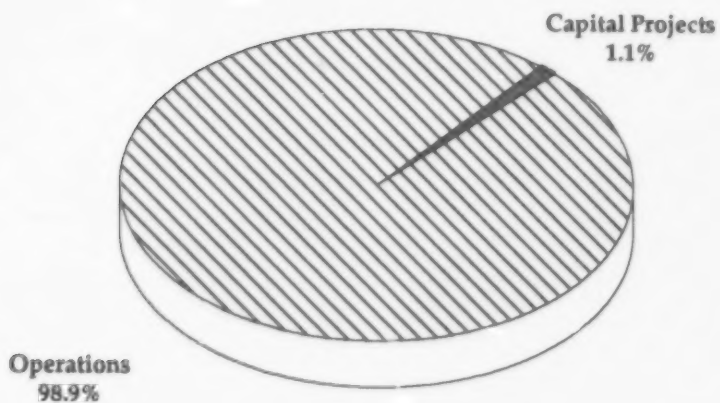
SOCIAL AND FAMILY SERVICES
**CONSOLIDATED EXPENDITURE AND REVENUE
(000's)**

	<u>1989 ACTUAL</u>	<u>1990 BUDGET</u>	<u>1990 ACTUAL</u>	<u>1991 BUDGET</u>
	\$	\$	\$	\$
GROSS EXPENDITURE				
GENERAL ASSISTANCE				
Mandatory GWA Program	42,262	52,457	64,082	89,281
Income Maintenance	4,396	5,456	5,927	8,343
Shelter & Housing Services	4,928	5,179	5,273	5,361
Counselling Services	958	1,133	1,142	1,073
Homemakers and Nursing Services	2,205	3,078	3,585	4,713
General Administration	325	404	506	808
	55,074	67,707	80,515	110,579
ASSISTANCE TO AGED PERSONS				
Operations				
Macassa Lodge	9,716	10,388	10,160	
Wentworth Lodge	5,890	6,902	6,770	
Community Services	178	234	219	
	15,784	17,524	17,149	
Debt Charges	294	1,287	1,287	
Capital Projects	5,548	2,991	1,063	
Transfers Between Functions/Funds	0	0	0	
	21,626	21,802	19,499	
DAY NURSERIES				
Purchase of Services	8,684	10,439	9,445	
Red Hill Family	837	1,045	874	
	9,521	11,484	10,319	
GRANTS TO COMMUNITY AGENCIES	3,675	4,115	4,191	
TOTAL CONSOLIDATED EXPENDITURE	89,896	105,108	114,524	122,817
REVENUE				
Regional Levies	16,980	19,989	21,874	20,317
Government Grants - Unconditional	3,218	4,072	4,674	4,512
Government Grants - Specific	59,014	72,496	80,889	86,714
Fees From Users	4,833	4,938	4,989	5,219
Financing - Internal Sources	2,584	0	0	0
Financing - External Sources	966	2,411	1,447	378
Other - Regional Sources	2,301	1,202	651	1,816
TOTAL CONSOLIDATED REVENUE	89,896	105,108	114,524	143,347

**SOCIAL AND FAMILY SERVICES
1991 CONSOLIDATED EXPENDITURE
\$143.3 Million**



BY CURRENT AND CAPITAL COMPONENT



SOCIAL AND FAMILY SERVICES

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS EXPENDITURES					
GENERAL ASSISTANCE					
Mandatory GWA Program	93,313	93,313	97,512	101,900	106,486
Income Maintenance	6,627	6,627	6,925	7,237	7,563
Shelter & Housing Services	6,125	6,125	6,401	6,689	6,990
Counselling Services	1,121	1,121	1,171	1,224	1,279
Homemakers and Nursing Services	4,924	4,924	5,146	5,378	5,620
General Administration	426	426	445	465	486
	112,536	112,536	117,600	122,893	128,424
ASSISTANCE TO AGED PERSONS					
Operations	11,019	11,019	11,509	11,911	12,447
Macassa Lodge	7,197	7,197	7,516	7,974	8,332
Wentworth Lodge	245	245	256	267	279
Community Services	3,915	3,915	4,165	4,616	5,182
Capital Financing - Lodges	(2,920)	(2,920)	(2,920)	(2,920)	(2,920)
Transfers Between Functions/Funds	19,456	19,456	20,526	21,848	23,320
DAY NURSERIES					
Purchase of Services	10,923	10,923	11,415	11,929	12,466
Red Hill Centre - Operations	1,133	1,133	1,184	1,237	1,293
	12,056	12,056	12,599	13,166	13,759
GRANTS TO COMMUNITY AGENCIES					
Children's Aid Societies	3,359	3,359	3,510	3,668	3,833
Community Social Agencies	1,168	1,168	1,168	1,168	1,168
	4,527	4,527	4,678	4,836	5,001
TOTAL GROSS EXPENDITURE	148,575	148,575	155,403	162,743	170,504
REVENUE					
Government Grants - Unconditional	4,758	4,758	4,972	5,196	5,430
Government Grants - Specific	110,672	110,672	115,536	120,718	126,150
Fees From Users	5,452	5,452	5,636	5,881	6,146
Other - Regional Sources	0	0	0	0	0
TOTAL REVENUE	120,882	120,882	126,144	131,795	137,726
FUNDED BY TAX LEVY	27,693	27,693	29,259	30,948	32,778
% INCREASE	23.9%	23.9%	5.7%	5.8%	5.9%

Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$

CAPITAL EXPENDITURE

Lodge Renovations	1,139	2,054	7,471	8,744	9,551	29,159
	1,139	2,054	7,471	8,744	9,551	29,159

CAPITAL FINANCING

Subsidies	776	1,026	3,736	4,371	4,776	14,675
Financing - Internal Sources	0	0	0	0	0	0
Financing - External Sources	776	1,028	3,735	4,373	4,775	14,679
	1,552	2,054	7,471	8,744	9,551	29,372

**SUMMARY OF CURRENT BUDGET
EXPENDITURE RESULTING FROM
CAPITAL BUDGET**

CAPITAL FINANCING

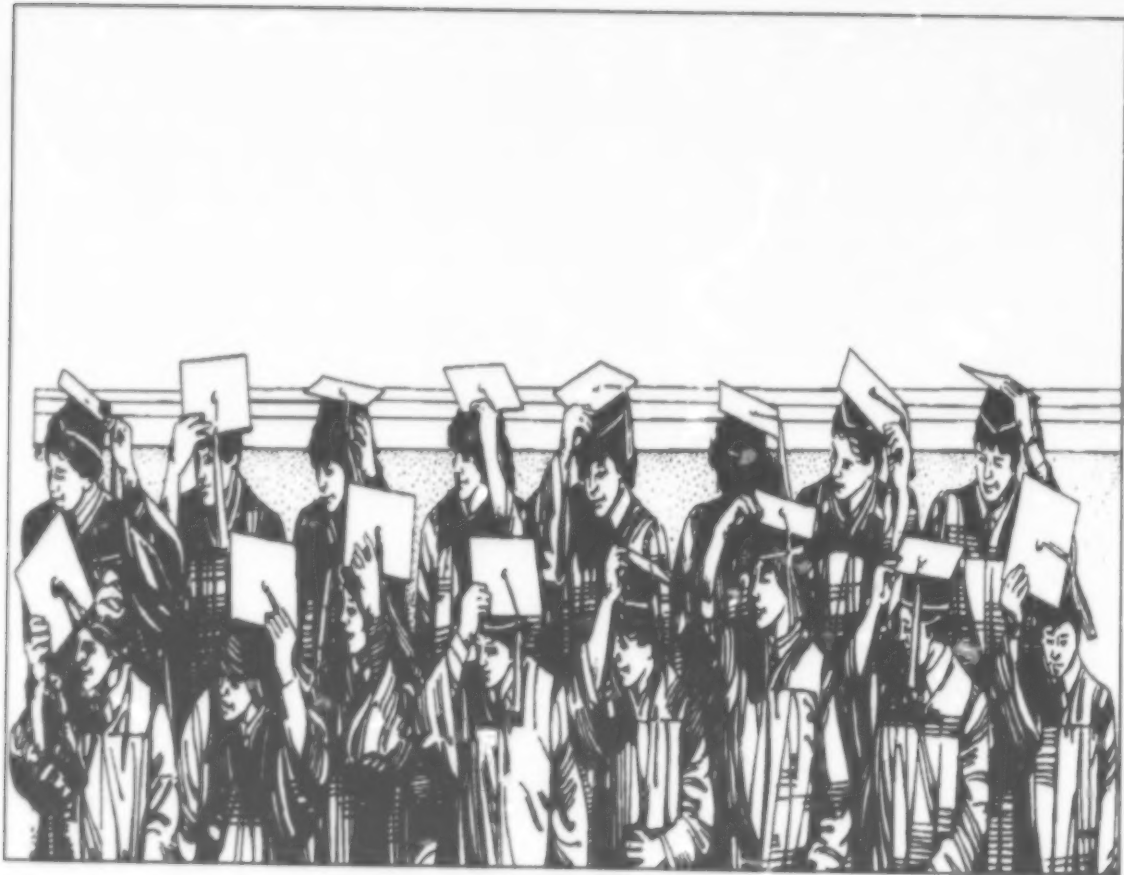
Contribution To Reserve*	991	623	873	1,324	1,590	4,991
Debt Charges - Existing	172	372	372	372	372	1,660

TOTAL CAPITAL FINANCING	1,163	995	1,245	1,696	2,262	6,651
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INCREMENTAL OPERATING COSTS	0	(85)	165	30	0	110
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IMPACT ON CURRENT BUDGET	163	910	1,410	1,726	2,262	6,871
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- * To establish a reserve to assist in repayment of debt charges generated by the external funding of the Homes for the Aged. Debt charges will be financed from the reserve
In 1991 debt charges for the external financing totals \$915 and for 1992 amounts to \$2,920.



RECREATION AND CULTURAL SERVICES

PERFORMANCE MEASUREMENTS

Services Provided	Category	1990 Selected Performance Indicators	1990 Target	1990 Achieved	% of Target	1991 Target
WENTWORTH LIBRARY BOARD						
Collection Organization & Management	Workload	New Titles Catalogued	8,768	10,421	119%	17,936
	Workload	Items Circulated	702,397	723,444	103%	795,788
	Workload	Special Requests Handled	19,084	21,048	110%	33,382
	Efficiency	Cost/Unit Output(Cents)	0.25	0.35	140%	0.36
Collection Replacement & Maintenance	Workload	Titles Selected	13,510	14,359	106%	14,793
	Workload	Volumes Received	33,775	35,898	106%	37,341
	Effectiveness	Circulation per Title (\$)	6.79	6.99	103%	7.71
	Efficiency	Cost per Title (\$)	44.82	44.97	100%	44.56
	Efficiency	Cost per Volume (\$)	17.93	17.98	100%	17.65
User Assistance	Workload	Questions Asked	69,289	66,585	96%	69,312
	Efficiency	Cost per Question(Cents)	0.36	0.40	111%	0.41

STATEMENT OF PURPOSE

Library Services

To provide, through the Wentworth Library Board, the facilities to fulfil the recreational, cultural and educational information needs of the communities of Ancaster, Flamborough, Glanbrook and Stoney Creek.

These services are provided through availability of collections, and public cultural and educational programs which include outside performers, speakers, demonstrators and teachers.

Museums

To provide through Wentworth Heritage Village a passive conservation area using on-site heritage buildings and artifacts to support recreational activities and special events throughout the year.

Recreational Parks

To attract tourists and cultivate a Regional identity by means of the wave action pool, the children's waterplay area and other waterfront activities in Confederation Park.

McMaster University

To provide financial assistance for the construction of a new wing to the main library building which will accommodate the immediate and future needs of the University and serve the community of Hamilton-Wentworth as a whole.

Grants To Community Agencies

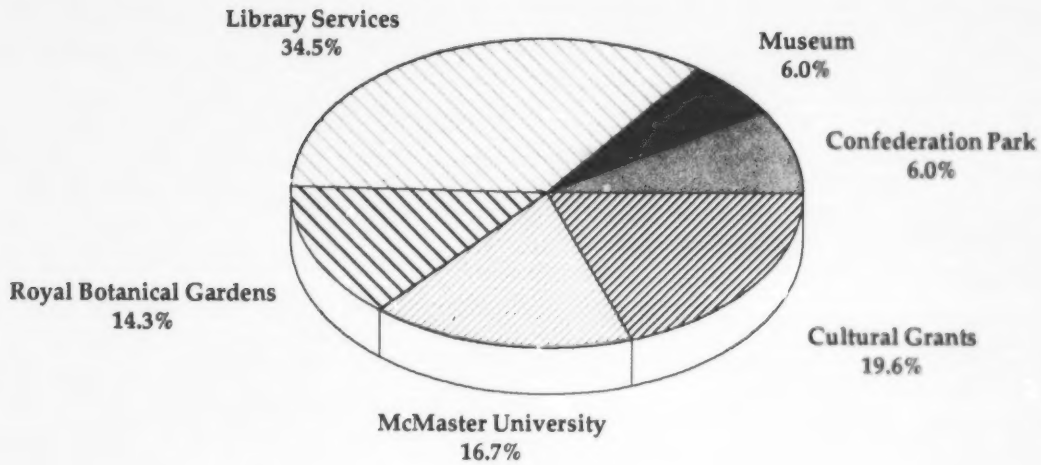
To provide cultural grants to certain community groups and organizations to encourage community activity in programs related to the self-fulfilment of individuals and the well being of the Region.

RECREATION AND CULTURAL SERVICES

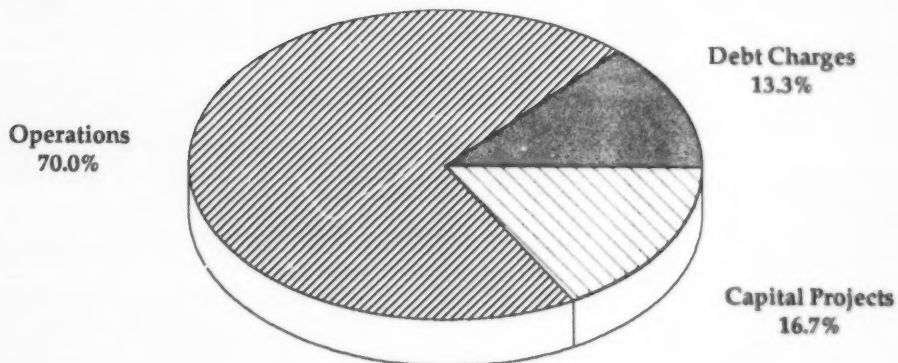
CONSOLIDATED EXPENDITURE AND REVENUE (000's)

	<u>1989 ACTUAL</u>	<u>1990 BUDGET</u>	<u>1990 ACTUAL</u>	<u>1991 BUDGET</u>
	\$	\$	\$	\$
GROSS EXPENDITURE				
LIBRARY SERVICES				
Operations	1,965	2,149	2,121	2,212
Debt Charges	30	126	126	103
Capital Projects	471	517	88	400
Charges To Other Funds	0	0	0	(129)
	2,466	2,792	2,335	2,686
WESTFIELD HERITAGE CENTRE				
Debt Charges	0	15	0	0
Capital Projects	142	405	479	406
	142	420	479	406
CONFEDERATION PARK				
Operations	226	232	232	257
Capital Projects	394	428	428	436
	620	660	660	693
ROYAL BOTANICAL GARDENS				
Operating Grant	986	1,024	1,024	1,110
Capital Financing	163	163	163	0
	1,149	1,187	1,187	1,110
MCMASTER UNIVERSITY				
Debt Charges	162	790	790	790
Capital Financing	465	0	0	0
Capital Grant	0	1,300	539	957
Charged To Other Funds	0	(325)	(328)	(445)
	627	1,765	1,001	1,302
GRANTS TO COMMUNITY AGENCIES				
Operating Grants	1,178	1,401	1,401	1,381
Debt Charges	140	142	139	142
	1,318	1,543	1,540	1,523
TOTAL CONSOLIDATED EXPENDITURE	6,322	8,367	7,202	7,780
REVENUE				
Regional Levies	4,986	5,131	5,098	5,043
Government Grants - Unconditional	532	755	795	742
Government Grants - Specific	326	615	318	312
Fees From Users	70	47	84	71
Financing - Internal Sources	0	406	489	528
Financing - External Sources	0	1,300	210	957
Other Regional Resources	408	113	208	127
TOTAL CONSOLIDATED REVENUE	6,322	8,367	7,202	7,780

**RECREATION AND CULTURAL SERVICES
1991 CONSOLIDATED EXPENDITURE
\$7.8 Million**



BY CURRENT AND CAPITAL COMPONENT



RECREATION AND CULTURAL SERVICES

FIVE-YEAR CURRENT BUDGET FORECAST

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS EXPENDITURES					
LIBRARY SERVICES					
Operations	2,212	2,360	2,487	2,624	2,795
Capital Financing	152	149	173	196	196
	2,366	2,509	2,660	2,820	2,991
WESTFIELD HERITAGE CENTRE					
Capital Financing	287	273	278	282	307
	287	273	278	282	307
CONFEDERATION PARK					
Operations	237	256	256	266	279
Capital Financing	116	472	509	537	561
	353	728	765	803	840
ROYAL BOTANICAL GARDENS					
Operating Grant	1,128	1,160	1,212	1,267	1,324
	1,128	1,160	1,212	1,267	1,324
MCMASTER UNIVERSITY					
Debt Charges	790	790	790	790	790
	790	790	790	790	790
GRANTS TO COMMUNITY AGENCIES					
Operating Grants	1,381	1,395	1,411	1,426	1,443
Debt Charges	132	142	142	144	108
	1,513	1,537	1,553	1,570	1,551
TOTAL GROSS EXPENDITURE	6,769	6,997	7,258	7,532	7,803
REVENUE					
Government Grants - Unconditional	742	775	810	847	885
Government Grants - Specific	312	326	341	356	372
Fees From Users	71	74	78	81	85
Financing - Internal Sources	474	445	445	445	445
Other - Regional Sources	127	75	78	82	86
TOTAL REVENUE	1,726	1,695	1,752	1,811	1,873
FUNDED BY TAX LEVY	5,043	5,302	5,506	5,721	5,930
% Increase	-1.7%	5.1%	3.8%	3.9%	3.6%

Regional Municipality of Hamilton-Wentworth

**FIVE-YEAR CAPITAL BUDGET
(1991)**

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$
CAPITAL EXPENDITURE						
Library Services	400	385	94	31	312	1,222
Westfield Heritage Centre	166	356	253	384	403	1,562
Confederation Park	436	472	509	537	561	2,515
McMaster University	807	1,730	1,103	0	0	3,740
	<u>2,209</u>	<u>2,943</u>	<u>1,959</u>	<u>952</u>	<u>1,276</u>	<u>9,199</u>

CAPITAL FINANCING

Government Grants - Specific	0	0	0	0	62	62
Current Contribution	774	753	762	829	958	4,076
Financing - Internal Sources	328	460	94	123	256	1,461
Financing - External Sources	807	1,730	1,103	0	0	3,740
	<u>2,209</u>	<u>2,943</u>	<u>1,959</u>	<u>952</u>	<u>1,276</u>	<u>9,199</u>

**SUMMARY OF CURRENT BUDGET
EXPENDITURE RESULTING FROM
CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE

Contribution to Capital	774	753	762	829	958	4,076
Debt Charges - Existing	1,035	1,040	1,040	1,042	898	5,055
Debt Charges - New	0	60	100	124	141	425
TOTAL CAPITAL FINANCING	<u>1,809</u>	<u>1,853</u>	<u>1,902</u>	<u>1,995</u>	<u>1,997</u>	<u>9,556</u>

INCREMENTAL OPERATING COSTS	<u>0</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
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IMPACT ON CURRENT BUDGET	<u>1,809</u>	<u>1,857</u>	<u>1,902</u>	<u>1,995</u>	<u>1,997</u>	<u>9,560</u>
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ECONOMIC DEVELOPMENT AND PLANNING

Service Provided	Category	1990 Selected Performance Indicator	1990 Target	1990 Achieved	% of Target	1991 Target
ECONOMIC DEVELOPMENT						
Business Development	Effectiveness	New Business (Firms) (1)	60	94	157%	60
	Effectiveness	New Business Jobs	523	732	140%	400
	Effectiveness	Expansion/Retention/Relocations	68	62	91%	65
	Effectiveness	Added Business Jobs	1,300	1,313	101%	1,000
	Effectiveness	Industrial Land Sales (2)	40	7	18%	15
	Workload	Staff Visits	300	332	111%	330
Convention Development	Effectiveness	Total # of Conventions	180	182	101%	180
	Effectiveness	# of Convention Delegates	65,000	71,800	110%	80,000
	Effectiveness	Convention Revenue (\$ Millions)	\$163	\$170	104%	\$189
	Effectiveness	Tourism Impact (\$ Millions)	\$150	\$165	110%	\$180
	Effectiveness	Bid Presentations	0	52	N/A	75
PLANNING						
Technical & Cartographic	Workload	# of Land Division Sketches	500	515	103%	410
	Workload	# of Office Layouts	2	3	150%	2
	Workload	Subdivision Maps	50	45	90%	45
Regional Planning	Workload	Regional Office Plan Admentments	10	7	70%	5
	Workload	Circulation Comments	350	330	94%	300
	Workload	Land Division Mtg. Applications	500	515	103%	410
	Workload	Ontario Municipal Board Hearings	15	10	67%	12
Land Division Committee	Workload	Subdivision/Land Applications	500	515	103%	410
	Workload	# of Consent Applications	38	42	111%	30

Notes:

1. In 1990, there were thirty-four new business starts, primarily stemming from the expansion of the Cottage Industries into the Hamilton Mountain and Ancaster Industrial Parks. This was the result of successful call programs and promotion of the Region through trade shows. The increase in the number of new business jobs was a direct result of new business activity.
2. Industrial Land Sales were significantly lower than anticipated this was the result of depressed real estate markets and worst than expected slow down in the general economy.

Planning and Development

To provide planning services for the Region of Hamilton-Wentworth as provided under the Planning Act and as required for continued management of the developing land resource.

To provide planning services and assistance to Regional Departments and the Area Municipalities of Hamilton, Ancaster and Dundas.

To provide direction and administer the programs of Official Plan preparation, including land use components, amendments and secondary plan.

To develop projection analysis of population, residential and building permits.

To develop projection analysis of population, residential and building permits.

To provide direction regarding subdivision approval and monitoring severances.

Objectives for 1991 include:

The implementation and monitoring of the progress of the Region's Economic Strategy.

To develop and maintain a centralized Regional information service. The information includes population trends, employment services, building permits, etc.

To perform related research and special studies in order to interpret the statistical data included in the information system.

To maximize the quality and relevance of statistical data to the Region and to the public at large.

Economic Development

To improve the economic well-being of the Region by providing services to the local business community, and by promoting the Region as a centre for industry, commerce, tourism and conventions.

To co-ordinate and develop surveys to measure land and building prices and to inventory industrial land.

Objectives for 1991 include:

To attract a larger share of the total convention and meetings market in Canada and internationally and to ensure local awareness of Greater Hamilton as a convention destination.

To increase the number of visitations to the Region and to increase the expenditure and length of stay of tourists.

Grants To Community Agencies

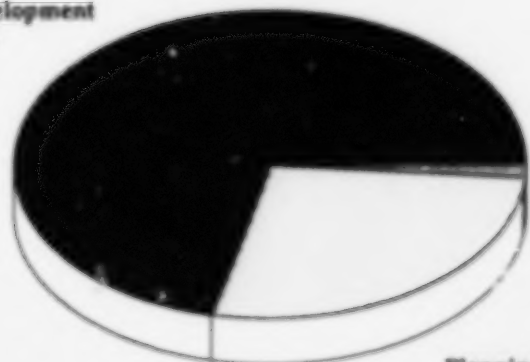
To provide assistance to groups promoting agriculture and tourism.

ECONOMIC DEVELOPMENT AND PLANNING

	<u>1989 ACTUAL</u>	<u>1990 BUDGET</u>	<u>1990 ACTUAL</u>	<u>1991 BUDGET</u>
	\$	\$	\$	\$
GROSS EXPENDITURE				
ECONOMIC DEVELOPMENT				
Operations	2,465	2,696	2,743	2,803
Debt Charges	44	44	44	44
Capital Projects	1,830	10,710	5,720	8,600
Charged To Other Functions/Funds	0	(99)	(109)	1,110
	<u>4,339</u>	<u>13,351</u>	<u>8,398</u>	<u>12,557</u>
PLANNING AND DEVELOPMENT				
Operations	4,048	4,356	4,284	4,396
Capital Projects	0	0	32	0
Charged To Other Functions/Funds	0	0	(24)	0
	<u>4,048</u>	<u>4,356</u>	<u>4,292</u>	<u>4,396</u>
GRANTS TO COMMUNITY AGENCIES	244	234	227	232
TOTAL CONSOLIDATED EXPENDITURE	<u>8,631</u>	<u>17,941</u>	<u>12,917</u>	<u>17,185</u>
REVENUE				
Regional Levies	3,773	4,002	3,909	4,110
Government Grants - Unconditional	712	816	836	880
Government Grants - Specific	36	40	96	31
Fees From Users	342	390	374	361
Billings To Area Municipalities	1,804	1,923	1,908	2,000
Financing - Internal Sources	1,010	1,981	128	1,074
Financing - External Sources	820	8,706	5,560	4,181
Other - Regional Sources	134	83	106	88
TOTAL CONSOLIDATED REVENUE	<u>8,631</u>	<u>17,941</u>	<u>12,917</u>	<u>16,724</u>

**ECONOMIC DEVELOPMENT AND PLANNING
1991 CONSOLIDATED EXPENDITURE
\$16.1 Million**

**Economic Development
71.3%**

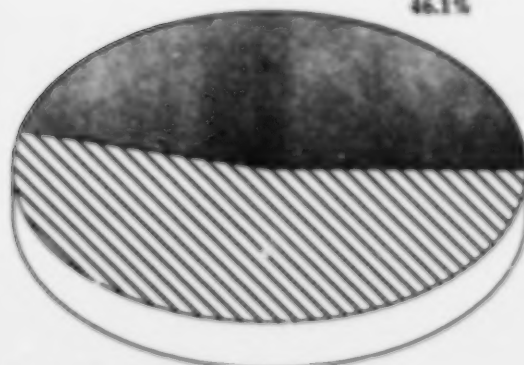


**Grants
1.4%**

**Planning
27.3%**

BY CURRENT AND CAPITAL COMPONENT

**Operations
46.1%**



**Capital Projects
53.9%**

FIVE-YEAR COMMUNITY AGENCY FORECAST

1991-2

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GROSS EXPENDITURE					
ECONOMIC DEVELOPMENT					
Operations		3,011	3,146	3,288	3,436
Capital Financing		84	69	86	86
		3,095	3,215	3,374	3,522
PLANNING AND DEVELOPMENT					
Operations		4,594	4,801	5,017	5,242
GRANTS TO COMMUNITY AGENCIES		227	227	227	227
TOTAL GROSS EXPENDITURE		7,916	8,243	8,618	8,991
REVENUE					
Government Grants - Unconditional		886	926	968	1,012
Government Grants - Specific		37	39	41	43
Fees From Users		377	394	412	431
Billings To Area Municipalities		2,050	2,142	2,238	2,339
Other - Regional Sources		140	146	153	160
TOTAL REVENUE		3,490	3,647	3,812	3,985
FUNDED BY TAX LEVY		4,426	4,596	4,806	5,006
% INCREASE		6.4%	3.8%	4.6%	4.2%

1991-1995 CAPITAL BUDGET

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>TOTAL</u>
	\$	\$	\$	\$	\$	\$
CAPITAL EXPENDITURE						
Tourism Booths	109	109	200	0	0	418
Small Business Centre	1,779	250	0	0	0	2,029
Industrial Land	4,390	3,839	8,464	3,840	1,990	22,723
	<u>6,278</u>	<u>4,198</u>	<u>8,664</u>	<u>3,840</u>	<u>1,990</u>	<u>27,570</u>

CAPITAL FINANCING

Financing - Internal Sources	4,074	359	200	0	0	4,633
Contribution From Current	19	0	0	0	0	19
Sale of Industrial Land	4,390	3,839	8,464	3,840	1,990	22,723
	<u>8,483</u>	<u>4,198</u>	<u>8,664</u>	<u>3,840</u>	<u>1,990</u>	<u>27,570</u>

**SUMMARY OF CURRENT BUDGET
EXPENDITURE RESULTING FROM
CAPITAL BUDGET****CAPITAL FINANCING EXPENDITURE**

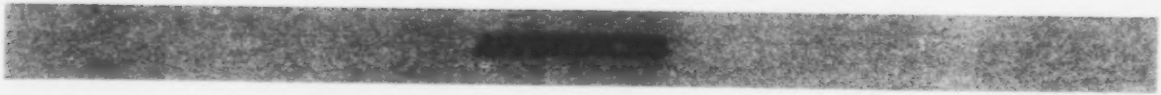
Contribution To Capital	19	0	0	0	0	19
Debt Charges - Existing	40	44	13	0	0	97
Debt Charges - New	0	40	56	86	86	182
TOTAL CAPITAL FINANCING	<u>59</u>	<u>84</u>	<u>69</u>	<u>86</u>	<u>86</u>	<u>298</u>

INCREMENTAL OPERATING COSTS

IMPACT ON CURRENT BUDGET	<u>59</u>	<u>84</u>	<u>69</u>	<u>86</u>	<u>86</u>	<u>298</u>
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Note: Debt charges on the Small Business Centre will be paid from the Industrial Land Reserve.
There is no impact on the levy.





APPENDICES

PROJECTION OF DEBT - ANNUAL CHARGES 1991

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
PROTECTION TO PERSONS & PROPERTY					
Police	454	1,159	1,526	1,464	1,465
TRANSPORTATION SERVICES					
Roadways*	7,384	11,686	11,628	11,151	11,005
Freeway	72	72	73	37	39
ENVIRONMENTAL SERVICES					
Sanitary Sewers**	4,629	4,629	4,202	4,008	3,738
Waterworks**	3,849	3,849	2,843	1,962	1,663
Storm Sewers**	2,968	2,968	2,912	2,896	2,896
Solid Waste	264	264	189	0	0
SOCIAL SERVICES					
Homes For The Aged*	2,920	2,920	2,920	2,920	2,920
HEALTH SERVICES					
Hospitals*	1,626	1,626	1,626	1,344	1,062
General Health	249	249	249	249	249
RECREATION & CULTURAL SERVICES					
Art Gallery	142	142	142	144	108
McMaster University*	790	790	790	790	790
TOTAL	30,354	29,100	26,965	25,935	

* Debt charges include estimates of Sinking Fund Deposits.

** Debt charges include estimates of U.S. Exchange and Sinking Fund Deposits.

Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
PROTECTION TO PERSONS & PROPERTY					
Police	6,439	8,985	8,454	7,931	7,352
TRANSPORTATION SERVICES					
Roadways	64,792	60,454	55,984	51,751	47,471
Freeway	183	127	65	35	0
ENVIRONMENTAL SERVICES					
Sanitary Sewers*	21,870	19,854	18,087	16,370	14,783
Waterworks*	9,457	6,888	5,041	3,924	3,011
Storm Sewers*	16,497	15,308	14,134	12,934	13,689
Solid Waste	406	175	0	0	0
SOCIAL SERVICES					
Homes For The Aged	17,732	16,815	15,899	14,982	14,065
HEALTH SERVICES					
Hospitals	4,637	3,949	3,249	2,540	1,835
General Health	1,950	1,920	1,888	1,851	1,810
RECREATION & CULTURAL SERVICES					
Art Gallery	162	368	264	147	54
McMaster University	3,187	2,787	2,387	1,987	1,587
TOTAL	142,610	137,630	125,452	114,452	105,657

* Outstanding U.S. Debt has been restated to its December 31, 1990 Canadian Dollar equivalent.

APPENDICES

FINANCIAL STATEMENTS - ANNUAL CHANGES

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GENERAL GOVERNMENT SERVICES					
Corporate Services - Accommodation	37	47	47	47	47
Corporate Services - Emergency Comm. System	0	0	0	532	608
PROTECTION TO PERSONS & PROPERTY					
Police	497	1,116	1,905	2,531	2,531
Emergency Services	82	142	142	142	142
TRANSPORTATION SERVICES					
Roadways	396	396	396	396	396
Transit - H.S.R.	2,579	2,779	3,238	3,632	3,810
Transit - C.C.L.	645	645	645	645	645
Airport	33	34	36	38	39
ENVIRONMENTAL SERVICES					
Sanitary Sewers	2,674	2,674	2,674	2,674	2,259
Waterworks	5,027	4,322	5,171	5,257	5,027
Storm Sewers	4,569	1,356	2,365	3,549	4,569
Solid Waste	451	451	451	451	451
HEALTH SERVICES					
General Health	83	83	115	115	115
SOCIAL & FAMILY SERVICES					
Homes For The Aged	372	372	372	372	372
RECREATION & CULTURAL SERVICES					
Library	141	141	173	197	106
Conservation Authority	27	27	35	35	35
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	84	84	69	86	86
TOTAL	14,669	14,669	17,834	20,699	21,238

Regional Municipality of Hamilton-Wentworth

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
	\$	\$	\$	\$	\$
GENERAL GOVERNMENT SERVICES					
Corporate Services - Accommodation	259	236	210	182	151
Corporate Services - Emergency Comm. System	0	0	3,573	3,838	3,537
PROTECTION TO PERSONS & PROPERTY					
Police	4,275	4,101	6,239	5,676	5,066
Emergency Services	868	769	667	562	454
TRANSPORTATION SERVICES					
Roadways	1,850	1,634	1,369	1,083	774
Transit-H.S.R.	14,942	17,040	18,340	18,064	19,008
Transit-C.C.L.	3,395	3,055	2,685	2,282	1,842
Airport	287	282	274	264	251
ENVIRONMENTAL SERVICES					
Sanitary Sewers	13,681	17,485	19,465	16,670	14,838
Waterworks	19,476	22,670	22,518	24,478	24,342
Storm Sewers	7,222	13,263	19,946	24,870	27,996
Solid Waste	1,536	1,532	1,203	847	463
HEALTH SERVICES					
General Health	460	595	502	408	313
SOCIAL & FAMILY SERVICES					
Homes For The Aged	3,240	3,152	3,057	2,953	2,840
RECREATION & CULTURAL SERVICES					
Library	606	878	837	714	803
Conservation Authority	526	523	455	381	359
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	374	420	575	525	472
TOTAL	73,327	87,635	101,915	103,797	103,509

APPENDICES

1. That development charge revenue be used for specific purposes in accordance with the 1990 Development Charges Study. (Adopted June 19, 1990)

The Regional Development Charges Policy imposes development charges on residential and non-residential development.

Development charges for each service by type of dwelling unit are as follows:

a) Residential Development Charges

Service	Single Family Dwelling Unit	Townhouse/ Row House	Apartments (Bachelor or 1 Bd.)	Apartments (2 Bd. or more)
	(\$)	(\$)	(\$)	(\$)
Waterworks	923	686	343	475
Sanitary Sewers	1,107	822	411	569
Storm Sewers (Hamilton Only)	1,449	1,076	538	745
Roads	1,925	1,430	715	989
Red Hill Creek Expressway	1,022	759	380	528
Hospitals	182	135	67	93
Police Station	120	89	45	62
Traffic Operations Centre	14	10	5	7
Transit (Hamilton Only)	231	173	86	119
Development Charges Studies	7	5	3	4
Regional Administration Building	195	146	73	101
Totals				
• City of Hamilton	\$7,175	\$5,331	\$2,666	\$3,689
• All other Municipalities	\$5,495	\$4,082	\$2,042	\$2,825

Note: Above rates became effective on January 1, 1991

b) Non-Residential Development Charges

Service	Per Acre or Portion Thereof (\$)	Per Sq. Ft. of Gross Floor Area In Excess of 50% of Area of Land (\$)
Waterworks	877	.0201
Sanitary Sewerage	2,085	.0479
Storm Sewerage (Hamilton Only)	2,658	.0611
Roads	3,513	.0808
Freeway	782	.0180
Police	573	.0132
Traffic Operations	32	.0008
Development Charges Study	25	.0006
Administration Building	921	.0212
Totals		
• Hamilton	\$11,466	\$.2637
• All Other Municipalities	\$ 8,80 ⁰⁰	\$.2026

Note: Above rates became effective on January 1, 1991

Non-Residential development charges are being phased in during the first year as follows:

June 20, 1990 to October 19, 1990	25% of full charge
October 20, 1990 to February 19, 1991	50% of full charge
February 20, 1991 to June 19, 1991	75% of full charge
as of June 20, 1991	full charge

- That the Region continue its policy of imposing a Capital Levy of \$1 Million per annum and that the Capital Levy be used to finance only those Capital Expenditures that would be part of the General Levy. (Adopted July 18, 1975.)
- That Water rates be maintained at a level that will permit all expenditures for Water, including capital charges, to be met from those rates and those surpluses created by Water rates be set aside only for Water purposes. (Adopted July 18, 1975.)
- That the Sanitary Sewer revenue be maintained at a level that will permit all expenditures for Sanitary Sewers, including capital charges, to be met from the Sanitary Sewer revenue and that any surplus created by the revenue be set aside only for Sanitary Sewer purposes. (Adopted July 18, 1975.)
- That the Levy for Storm Sewers be utilized only for Storm Sewer purposes and that all expenditures, in respect of Storm Sewers, be met from the Levy. (Adopted July 18, 1975)

APPENDICES

1. That no debentures be issued by the Region for Road purposes of the existing Regional Road System. (Adopted February 3, 1976) However, on March 17, 1987, and April 18, 1989, Regional Council authorized exceptions to this policy. The use of debenture financing was approved for the Accelerated Roadway Rehabilitation Program and the Enhanced Road Program in the amounts of \$46,797,000 and \$10,385,000 respectively. These are special projects of a non-recurring nature.
2. That the Region establish policies that will enable it to limit its annual debt charges for Transit purposes to 25.0% of the Levy for Transit and that the Region not issue debt for Transit purposes on its own behalf when that limit is exceeded. (Adopted March 2, 1982.)
3. That the Region establish policies that will enable it to limit its annual debt charges for all tax supported services, except for Water and Sanitary Sewers and Storm Sewers, to 10.0% of the sum of the Regional General Levy and all unconditional grants and that the Region not issue debentures on its own behalf for general purposes when that limit is exceeded. (Adopted August 15, 1978.)
4. That the Region establish policies that will enable it to limit its annual debt charges for Water purposes to 40.0% of the Water revenue and that the Region not issue debentures for Water purposes on its own behalf when that limit is exceeded. (Adopted August 15, 1978.)
5. That the Region establish policies that will enable it to limit its annual debt charges for Sanitary Sewer purposes up to 45.0% of the Sanitary Sewer revenues and that the Region not issue debentures for Sanitary Sewer purposes on its own behalf when that limit is exceeded. (Adopted August 15, 1978.)
6. That the Region establish policies that will enable it to limit its annual debt charges for Storm Sewer purposes to 45.0% of the Levy for Storm Sewer purposes. (Adopted August 15, 1978.) The Region approved a Storm Sewer Rehabilitation Program on April 18, 1989. This program will increase debt charges over the limit of 45% until 1997. Beginning in 2000, the debt charges drop below the 45% limit.
7. That the Region curtail the issuance of debentures when the issuance of further debentures would make the annual debt charges for all Regional and Area Municipal purposes and Sewer and Water exceed 20.0% of the sum of the Municipal Levies, Unconditional Grants, Water revenues and Sanitary Sewer revenues. (Adopted August 15, 1978.)
8. That the Commissioner of Finance discuss with the Area Municipalities the implications of the Area Municipalities establishing policies that will enable them to limit their annual debt charges for local municipal purposes to 15.0% of the sum of the total local Municipal Levy (excluding Levies for regional and school purposes) and all local Unconditional Grants. (Adopted August 15, 1978.)

The following assumptions have been consistently applied throughout the Current Budget.

1. Salaries and wages have been increased within specific programs by 4% where contracts are being settled. The 1991 Budget allocates a contingency amount for those contracts settled over the 4% guideline.

Departments with employees under a settled contract have increased salaries and wages based on contract and merit increases.

2. Fringe Benefits have been based on known rate increases or on a rate comparable to the level of inflation if not covered by union agreements.
3. Workers' Compensation provisions are based on the level of experience in the previous year.
4. Rates for utilities, postage etc., have been provided for as follows:

Natural Gas	4.0%
Office Supplies	4.0%
Hydro	10.0%
Telephone	5.0%
Gasoline	10.0%
Postage	2.6%

5. The following key economic indicators underlie the provisions contained in this budget:

Inflation Rate	4.0%
Unemployment Rate	6.0%
U.S. Exchange Rate	123.0%
Prime Interest Rate	11.0%

6. Provisions for insurance costs reflect changes in coverage, previous claims experience and the conditions in the insurance market.
7. Rental provisions are in accordance with negotiated lease agreements.
8. Internal charges for services provided to operating departments have not increased for 1991.
9. Provincial subsidies relating to specific programs have been increased proportionally to estimated spending requirements for 1991.
10. Debt charges and contributions to capital are in accordance with the approved 1991-1995 Capital Budget.

APPENDICES

The following assumptions have been consistently applied throughout the Capital Budget Five-Year Forecast Analysis:

1. Rates	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
a) Financing					
Internal	8.0%	8.0%	8.0%	8.0%	8.0%
External	10.00%	10.25%	10.25%	10.25%	10.25%
U.S Exchange	122%	122%	122%	122%	122%
b) Inflation					
Construction Costs	4.5%	4.5%	4.5%	4.5%	4.5%
Operating costs	4.0%	4.5%	4.5%	4.5%	4.5%
Revenues *	4.0%	4.5%	4.5%	4.5%	4.5%
c) Investment					
	10.75%	8.00%	8.00%	8.00%	8.00%

*Unless otherwise indicated

2. Cash flows will be in accordance with forecasts supplied by departments.
3. Incremental operating costs resulting from capital projects are reflected in the Current Budget Multi-Year Forecast supplied by departments.
4. Development charge revenue amounts reflect forecasts and assumptions contained in the 1990 Development Charges Study.

Apportionment

Expressed as a percentage, this represents each area municipality's share of the Region's levies to be raised through taxation. Apportionment is based on a complex formula which converts property assessment to equalized assessment. Each area municipality's apportionment is equal to its proportionate share of the total discounted equalized assessment (market value) within the Region.

Boards and Commissions

Autonomous and semi-autonomous bodies such as the Police Commission and the Library Board for which the Region is responsible for funding from property taxation.

Consolidated Expenditures

Total of Operating Expenditures, Capital Financing Expenditures (excluding transfers from Current to Capital funds) and Capital Project Expenditures for all Functions.

Consolidated Revenue

Total of Operating Revenues, Capital Receipts and Capital Financing for all Functions.

Charges to Other Functions

Internal charges for services provided to other Functions.

C.C.L.

Canada Coach Lines is a transit system which provides inter-urban transit services and links the Region with other major centres.

D.A.R.T.S.

Disabled and Aged Regional Transit System, provides transit services for the physically disabled.

Capital Financing Expenditure

Expenditure resulting from Capital Budget includes:

- | | |
|--------------------------------|--|
| <i>Debt Charges - Existing</i> | • Debt charges on funds borrowed internally or externally in previous years. |
| <i>Debt Charges - New</i> | • Debt charges on funds borrowed internally or externally in 1989 and onwards. |
| <i>Contribution to Capital</i> | • Funds earmarked in current operating budgets to aid in financing capital projects. |

GLOSSARY OF TERMS

External Debenture Debt Charges

Debt charges on funds borrowed on the long term capital markets.

H.S.R./Urban Transit Special Levy

Hamilton Street Railway - Urban Transit System within the boundaries of the City of Hamilton. Services beyond the City of Hamilton boundaries are recovered from each area municipality under Route Deficit Agreements.

Incremental Operating Costs

Costs generated by the capital expenditure which impact on future operating budgets. (ie. Additional staff and materials required for new water pumping station).

Industrial Land

Fully serviced Regionally-owned land which is offered for sale for the purpose of attracting commercial and industrial development within the Region.

Internal Debt Charges

Debt charges on funds borrowed from Regional Reserves.

Net Expenditure

Total Gross expenditures less directly allocable Program Revenues.

PARCILS

Parcil Related Computer Information Library System.

Payments in Lieu

Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

Programs Not Affordable

In order to meet the "zero increase" guideline for 1991, various existing programs must be eliminated. These programs are classified as "programs not affordable".

Zero Increase Budget

As set out in the 1991 Budget Guidelines, 1991 budget estimates are to be at 1990 dollar levels to achieve a zero increase in spending.

Maintenance Level Budget

The Maintenance Budget reflects 1990 service levels at 1991 prices.

G.S.T.

Goods and Services Tax implemented by the federal government effective January 1, 1991.

G.W.A.

General Welfare Assistance

Pay Equity

Equal pay for work of equal value. Equal compensation for female dominated jobs determined to be of equal value as male dominated jobs.

Committee of the Whole

Members of Council Sitting as a committee.

Revenue Items - Capital Budget

Subsidies	• Subsidies include Provincial and/or Federal grants specific to capital expenditure.
Current Contribution	• Funds earmarked in the current operating budgets to aid in the financing of capital projects.
Local Improvements - Owner's Share	• Portion of capital project costs which are assessed on the abutting property owners who derive benefit from the works.
Financing - External Sources	• Funds raised by the issue of debenture debt on long term capital markets.
Financing - Internal Sources- Lot Levy Reserve Contribution	• Funds transferred from Region's reserves • Lot levies or development charges on new development within the Region.
Prior Year's Contribution	• Excess contributions from prior year's current operating budget.
Deferred Freeway Financing	• Funds transferred from Region's reserve for Freeway project.
Other Revenue	• Contribution from contractors, land sales, property rentals.

Revenue Items - Current Budget

Government Grants	• Funds provided under various statutes, regulations and agreements to aid municipalities.
<i>Ontario Unconditional</i>	• Provincial grants based on various factors including households, levies, and assessment.
<i>Ontario Conditional</i>	• Provincial grants on specific types of current expenditures.
<i>Canada Specific</i>	• Federal grants based on specific current expenditures.
Fees from Users	• Revenue received on a fee, fare, or service charge basis. (Transit fare, development charges, etc.)
Direct Billings - Rates	• Direct charges to users for use of water and sanitary sewers.
Billings to Area Municipalities	• Direct charges to Area Municipalities for specific services provided.
Other - Regional Sources	
Supplementary Taxes	• Additional tax revenue received as a result of new developments added to the tax roll.
Prior Year's Surplus	• Excess revenue over expenditure carried forward from previous year.
Current Year's Surplus	• Excess of current year revenue over current year expenditure.

Front Cover Pictures

Copps Coliseum, Hamilton

Old Mill Inn, Ancaster

Panaramic View of Downtown Hamilton from

Sam Lawrence Park

